

GRADUATION THESIS

# STRATEGIC PARTNERSHIP SELECTION IN A NON-PROFIT SETTING

AN INVESTIGATION INTO THE STRATEGIC PROFILING AND IDENTIFICATION OF BUSINESS  
PARTNERS AT THE INTERNATIONAL AWARD FOR YOUNG PEOPLE IN THE NETHERLANDS

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## Executive summary

The International Award for Young People is a non-profit organization (NPO) offering personal development tracks to young people between the ages of 14-24. Where initially the organization in the Netherlands started off small and stayed modest for a number of years, the brand has recently experienced significant growth, and there is a strong desire to continue this. What can be of assistance here is the business partnerships the organization is able to acquire. Through donations from and collaborations with these partners, the Award can gather a number of gains through which it is able to continue its current growth.

To acquire these partners, the organization requires a profile and method of identification, both of which are currently not present at the Award organization. The result of this is that marketing campaigns with the goal of partnership acquisition are inappropriately targeted, the messaging is unfocused, and the scarce resources are used inefficiently.

The ability to strategically identify potential business partners will resolve these issues. This would allow the brand to appropriately target, leading to more focused messaging, which in turn results in a more efficient use of resources.

The research question of this thesis therefore is: How can the Award in the Netherlands best identify potential strategic partners?

To answer this research question, a potential solution to the business issue was identified. Based on an in-depth look at the issue, as well as relevant literature, a strategic partnership selection model was created. The basis for this model was the identified preferred partnership style for the Award. From an analysis of international partnerships of the Award, it was concluded that the philanthropic partnership style currently fits best.

After this, several criteria on which potential strategic partners are rated were identified and weighed. This model gives Award employees the possibility of rating potential strategic partners to identify which partner fits these criteria best.

To test this solution, four Award employees completed the model for a number of selected companies to validate its effectiveness and clarity. The result of this testing is the conclusion that the model is clear to the participants. The criteria and rating are perceived to be explained clearly, and the participants are able to identify which potential strategic partner fits the profile best. However, when looking at the effectiveness of the model, it needs to be concluded that this is currently insufficient.

As the model is explained clearly and participants are able to identify potential strategic partners, it can be concluded that there is great potential. Therefore, to improve upon this model it is recommended that the Award researches the causes behind this lack of effectiveness. Based on this, it can improve the model where needed. Furthermore, once this step has been taken, it is recommended that the organization dedicates one employee to the research of potential strategic partners to gain experience in the topic and become the expert for the organization.

## Preface

Please find in front of you my graduation thesis conducted at the International Award for Young People (Award) in the Netherlands.

This research was conducted to help the Award in creating a strategic approach to identifying potential business partners. These partners are needed to help the organization grow and continue its current growth process.

Writing this research has taught me about the world small-scale non-profit organizations operate in. Where school often teaches us to think from a large operational perspective, maybe because of convenience, the reality is that many organizations deal with their activities on a significantly smaller scale. This experience, although challenging at times, has changed my views on working in the non-profit sector, and enhanced my business knowledge and toolkit, coming from a growth experience far outside my comfort zone.

I would like to thank the following people for guiding me through this often-hectic process. First and foremost, my graduation mentor Mr. Fernando Rojas Franco, without whom there would likely not have been a finished thesis to begin with. His excellent guidance and feedback have formed the basis for the project in front of you now. Then, both Patricia de Ruijter and Claudia de Leeuw, employees of the Award. The former provided assistance when needed in the initial three months of the process, after which the latter picked this up without question. Finally, Simone Snepvangers and Lotte Wildhagen, both (hopefully) graduating Avans students, deserve a mention for their constant availability for questions, proofreading, and overall support.

# Table of contents

<b>Executive summary</b> .....	<b>i</b>
<b>Preface</b> .....	<b>ii</b>
<b>Table of contents</b> .....	Fout! Bladwijzer niet gedefinieerd.
<b>Table of Figures</b> .....	<b>v</b>
<b>Table of tables</b> .....	<b>vi</b>
<b>1. Introduction</b> .....	<b>1</b>
<b>2. Project objective</b> .....	<b>2</b>
2.1 <i>Company background</i> .....	2
2.2 <i>Problem description</i> .....	3
2.2.1 <i>Research question</i> .....	4
<b>3. Exploration</b> .....	<b>4</b>
3.1 <i>Strategic partnerships at the Award</i> .....	4
3.1.1 <i>What is a strategic partnership</i> .....	4
3.1.2 <i>Reasons for partnering</i> .....	5
3.1.3 <i>Current strategic partnerships</i> .....	6
3.1.4 <i>Unfocussed marketing</i> .....	6
3.2 <i>Strategic partnerships at NPOs</i> .....	8
3.2.1 <i>Types of partnerships</i> .....	8
3.2.2 <i>Strategic partnership selection</i> .....	10
3.3 <i>Visualization</i> .....	14
3.3.1 <i>Independent variables</i> .....	14
3.3.2 <i>Mediating variable</i> .....	14
3.3.3 <i>Dependent variable</i> .....	15
3.3.4 <i>Conceptual model</i> .....	15
<b>4. Proposed solution</b> .....	<b>15</b>
4.1 <i>Proposed Solution</i> .....	15
4.2 <i>The model</i> .....	16
4.2.1 <i>Partnership type</i> .....	16
4.2.2 <i>Criteria</i> .....	17
4.2.3 <i>Weighing the criteria</i> .....	20
4.2.4 <i>Model results</i> .....	21
<b>5. Methodology</b> .....	<b>22</b>
5.1 <i>Research method</i> .....	22
5.2 <i>Data collection</i> .....	22
5.2.1 <i>Participants and company selection</i> .....	22
5.2.2 <i>Overall clarity</i> .....	23
5.3 <i>Data analysis</i> .....	24
5.3.1 <i>Clarity</i> .....	24

5.3.2 Effectiveness .....	24
5.4 Limitations.....	24
<b>6. Results.....</b>	<b>25</b>
6.1 Clarity .....	25
6.2 Model results.....	26
6.3 Conclusion .....	27
6.4 Limitations.....	27
<b>7. Conclusion .....</b>	<b>28</b>
<b>8. Recommendations .....</b>	<b>29</b>
<b>9. Reference list .....</b>	<b>30</b>
<b>10. Appendices.....</b>	<b>34</b>
10.1 Appendix A, Interview Patricia de Ruijter with summary .....	34
10.2 Appendix B, Partnership type comparison I. Doukmak (2021) .....	41
10.3 Appendix C, Empty partnership selection model .....	42
10.4 Appendix D, Partnership selection model Participant 1 .....	43
10.5 Appendix E, Partnership selection model Participant 2.....	44
10.6 Appendix F, Partnership selection model Participant 3.....	45
10.7 Appendix G, Partnership selection model Participant 4 .....	46
10.8 Appendix H, Participants answers to asked questions .....	47
10.8.1 Mohamed Hassan, P1.....	47
10.8.2 Danique Brands, P2 .....	47
10.8.3 Selenay Eyi, P3.....	47
10.8.4 Iman Doukmak, P4 .....	48
10.9 Appendix I, coding process .....	49
10.9.1 Open coding .....	49
10.9.2 Themes .....	49

# Table of Figures

Figure 1, conceptual model .....15  
Figure 2, partnership selection model.....16  
Figure 3, partnership selection model.....42  
Figure 4, partnership selection model P1 .....43  
Figure 5, partnership selection model P2 .....44  
Figure 6, partnership selection model P3 .....45  
Figure 7, partnership selection model P4 .....46

## Table of tables

Table 1, three types of partnerships (Austin, 2000) ..... 9  
Table 2, partnership selection criteria (Seitanidi and Crane, 2009).....11  
Table 3, partnership selection criteria (Franco, 2010) .....11  
Table 4, partnership profile .....20  
Table 5, weighed criteria .....21  
Table 5, weighed criteria .....21  
Table 6, informed criteria participants response.....25  
Table 7, model results .....26  
Table 8, Partnerships per country comparison (Doukmak, 2021) .....41

# 1. Introduction

Partnerships between businesses and non-profit organizations (NPOs) are becoming more and more prevalent. The reason for this being the fact that the number of NPOs is increasing, leading to high competition between organizations for the same number of governmental resources (Álvarez-González, et. al., 2017). To become less reliant on the government as a source, NPOs look towards businesses to help achieve their goal, whilst providing the business with contributions to its CSR requirements and stakeholder demands.

This is no different for the International Award for Young People (Award) in the Netherlands, where recent growth has fueled a desire for more, and business partnerships offer a path towards the further spreading of the Award message and philosophy. The organization is, however, currently lacking in a strategic approach to identifying potential business partners.

The purpose of this thesis is to develop a method for the organization which helps in the identification process. To appropriately approach this development, firstly, and in-depth analysis of the business issue will be conducted, where internal information will be used to gain insight into the overarching issues. This will be followed by an exploration of relevant literature through which a potential solution of the business issue will be identified. Then, to test this solution, a methodology will be proposed. Based on the results of the testing process, a conclusion will be drawn on the applicability of the solution and whether or not the Award will be able to use the identified method in its day-to-day activities as an addition to its current processes.

## 2. Project objective

### 2.1 Company background

The International Award for Young People in the Netherlands is a non-profit organization that challenges young people to discover their potential and find their purpose, passion, and place in the world.

The organization, in this paper referred to simply as the Award, goes by many names. In the UK, where it was founded, it is known as the Duke of Edinburgh's Award (DofE). There, it is named after its founder, the Duke of Edinburgh, His Royal Highness Prince Philip. To countries with strong affiliations with the English royal family, the Award keeps its name as the DofE. In other countries the name often refers to members of royal families in their respective countries, and in the Netherlands, it is simply known as the International Award for Young People.

As mentioned, the DofE was founded by His Royal Highness prince Philip. He did so in 1956, together with German educationalist Kurt Hahn. Its purpose was to offer young people between the ages of 14-24 the opportunity to discover themselves and their place in the world (Award, n.d. a).

Internationally, hundreds of thousands of young people start their Award journey each year. In the Netherlands, however, the organization is small and clearly looking for growth where it can, especially recently. New funds were attracted through which the program is growing and spreading its name. These new funds have allowed the Award to attract a new account manager, as well as starting new projects which enhance brand awareness (P. de Ruijter, personal communication, February 24, 2021).

After years of development and evolution the program currently looks as follows: each young person has the opportunity to complete either one of three Awards, namely the Bronze award, the Silver award, or the Gold award. These each respectively last a total of 6, 12, and 18 months. During the Award journey that the participant is on, he or she has to complete 4 different sections. These sections being a volunteering section, a physical section, a skills section, and an expedition. The duration of these sections corresponds with the duration of the Award. The Gold award includes a fifth section, namely a residential project. Apart from the expedition and residential project, each section requires a time expenditure of at least 1 hour per week. Once finished, the young people who have completed their Award receive a medal during a large ceremonial event, where they and their parents celebrate the achievement.

With an Award Leader, who guides Award participants, different goals are discussed. These mainly concern what the participant is trying to accomplish during the duration of the Award. Through setting these goals, participants are able to achieve the personal growth that the Award is able to offer.

The Award prides itself in keeping this framework standard, whilst individualizing each Award journey through offering the opportunity to the participant to choose how each section will be completed. How the activities are completely up to the participant.

## 2.2 Problem description

The International Award for Young People (Award) and partnerships with companies is something that goes hand in hand. For non-profit organizations (NPOs) in general, creating these partnerships has become essential for survival. NPOs are increasing in number, meaning that there is increased competition for the same amount of (often governmental) resources (Álvarez-González, et. al., 2017). NPOs started looking into partnerships with businesses to both find funding elsewhere, as well as to add something to the activities of the potential strategic partner. This has been on the rise in recent years, as it has become increasingly a demand coming from both the firm itself, as well as other external stakeholders, (Mizar, 2019).

The same goes for the Award, which, internationally, has large partners. Think of Heathrow Airport, the national lottery, and many other smaller local organizations in the UK (dofe.org a). The Award-businesses collaborations in the Netherlands are, however, limited. The organization is in need for more business partnerships, for which the reason is that it allows the business new opportunities. Think of grants that are easier to request thanks to more backing, as well as an influx of cash, or the ability to receive products either discounted or completely for free (P. de Ruijter, personal communication, April 7, 2021).

There currently is, however, no clear plan on how a potential strategic partner can be identified. Even more concerning, there is not even a clear description of what this partner looks like to begin with.

When looking at the Award social media strategy, there is no real catering towards a certain potential strategic partner, and a previous emailing campaign has largely been utilized without a clear idea of who the right partner is in mind (C. de Leeuw, personal communication, May 12, 2021). This, of course, is troubling, as it means that resources are being spent on trying to initiate contact, but without knowing who the right potential strategic partner is it is unlikely that these attempts will lead anywhere. Contacting the right customer leads, in a traditional B2C setting, to increased profitability (Barwise & Farley, 2005), and this can be assumed to continue into the B2B strategic partnership selection as well. The better targeted the potential partner is, the higher the chance of turning the approach into an actual lead, meaning that there is significant untapped potential there.

To add to this, there is a large campaign coming up. One of the goals of this campaign is to increase sponsorships, for which the Award has deemed it of carrying the potential to create new strategic partnerships outside the Award network. To do this, however, a strong plan for identifying who the best potential strategic partner is, is needed. This research will focus on finding a way through which the Award can identify potential strategic partners through pinpointing the key characteristics of a strategic partnership between NPOs and businesses. This will give the organization the tools to appropriately approach the right partner through the right profile.

To once and for all give the Award the tools to appropriately identify potential strategic partners, this research is essential. The aforementioned campaign will not be the last to need an appropriate profiling and identification strategy, and therefore, this research will be relevant for years to come. Furthermore, even without a dedicated campaign, the Award

needs to know their potential business partners to appropriately conduct their day-to-day activities.

The ideal outcome of this research for the Award will be the creation of a strategy which lists essential characteristics of potential strategic partners. Based on this, the Award will then be able to identify which partner fits this profile, and thus which partner is most beneficial for the Award organization to approach. This strategy will in time lead to an increase in corporate brand partners, which in turn leads to an increase in brand awareness, and an increase in sponsored assets (P. de Ruijter, personal communication, April 7, 2021). The eventual long-term result of this is the fact that the Award in the Netherlands will be able to reach more young people and thus spread its message and philosophy.

### 2.2.1 Research question

This leads to the following research question: How can the Award in the Netherlands best identify potential strategic partners?

## 3. Exploration

### 3.1 Strategic partnerships at the Award

#### 3.1.1 What is a strategic partnership

Before diving into the topic of the identification of new potential strategic partners, it is important to know what exactly constitutes a strategic partner. This clarification will help in the remainder of the project to keep a consistent idea of what exactly is being discussed.

Waddock (1988) defines a strategic partnership in a social setting as "A commitment by a corporation or a group of corporations to work with an organization from a different economic sector (public or nonprofit). It involves a commitment of resources — time and effort — by individuals from all partner organizations. These individuals work co-operatively to solve problems that affect them all. The problem can be defined at least in part as a social issue; its solution will benefit all partners. Social partnership addresses issues that extend beyond organizational boundaries and traditional goals and lie within the traditional realm of public policy — that is, in the social arena. It requires active rather than passive involvement from all parties. Participants must make a resource commitment that is more than merely monetary" (Seitanidi, 2010). In the case of the Award in the Netherlands, this translates itself into a limited number of strategic partners that the organization has had over the past years and is currently working with. These partners will be discussed further down in this research.

This definition is used in most scientific papers into the topic and is therefore, despite its age, most relevant. More recent articles such as Del Baldo (2013), and Seitanidi (2010) still use and work with this definition.

Furthermore, it is in line with what the Award is looking for, as there is a strong belief that such a partnership needs to offer a win-win for both parties, and thus both parties need to be prepared to put in the required effort. Furthermore, it is aiming at a lengthier collaboration and thus not a one-off idea that comes to fruition (P. de Ruijter, personal communication, April 7, 2021).

### 3.1.2 Reasons for partnering

Through conducting several conversations and an interview with P. de Ruijter (Appendix A), the reasons why the Award seeks business partners were discovered. As mentioned, the organization believes that a win-win situation needs to be created and mentioned below are the wins the Award can gather from such a partnership.

#### *3.1.2.1 Potential realization*

The Award has a large name internationally, and brand awareness is extremely high in countries like the UK and Australia, where a significant number of Young People start their Award journey each year. In the UK, 295,940 Young People started in 2019 (dofe.org, n.d. b), whilst in Australia there were 44,000 active participants in the same year (dukeofed.com.au, n.d.). To contrast this, the Award in the Netherlands had a total of 717 participants starting the program in 2019 (Award.nl, 2019). Of course, the affinity with the English Royal Family plays a big part in this, but the potential for the Award in the Netherlands to grow and reach many more young people than they do currently is clearly there. Of course, as the organization is currently small in the Netherlands, it is difficult to reach the same royal representatives as the organization has in the U.K.

The intangible benefits of potential partnerships are what can be most beneficial for the Award, as a big reason for the organization to seek new partnerships is brand awareness. This is currently very limited in the Netherlands, and thus of importance, especially when it comes to realizing the Award potential.

Strategic partners contribute to this in the following manner: when requesting access to grants or funds, a requirement often is whether or not a partner is involved. When this is the case, it becomes easier to get the grant, and thus to start up new projects, through which brand awareness can be increased. This then becomes a loop. The more brands you partner with, the more awareness thanks to newly established connections and growth of the organization. This increased awareness then leads to more brands who are open to partnering, and so on (P. de Ruijter, personal communication, April 7, 2021). As the Award spends no money on advertising or anything of the sort, this type of awareness enhancing activity truly is of the essence.

#### *3.1.2.2 Need for sponsored assets*

Then, the second reason for the Award to form corporate partnerships: sponsored assets. There are several reasons for the Award to desire sponsored assets from corporate partnerships. All of these reasons help the Award in realizing its potential, and there are numerous ways through which this happens.

First off, corporate partners often bind themselves to the Award through monetary donations. As a non-profit, financial assets are something that the Award is always on the lookout for, as it is a large contributor to the organization reaching as many young people as possible (P. de Ruijter, personal communication, April 7, 2021).

A second reason for the Award to be on the lookout is the fact that businesses often tend to sponsor products or give discounts. This is, of course, beneficial for the Award. Think of partnerships with large outdoor/sports chains such as Go Outdoors and Ultimate Outdoors in the UK (dofe.org, n.d. c), where these brands give discounts to Award participants on

camping gear for the expedition. This is what is currently happening in the Netherlands as well, however, it is not yet on the same scale (P. de Ruijter, personal communication, April 7, 2021).

### 3.1.3 Current strategic partnerships

#### *3.1.3.1 Partnerships*

In terms of current strategic business partners, the Award is working with an organization which is offering a screening of potential candidates to create a better match between Award participants and Award leaders. This was offered to the Award for free, improves the Award program in the Netherlands, and is thus enormously beneficial. The partner sees the Award as a way of getting in touch with schools to further promote its product, and so a win-win situation was created (P. de Ruijter, personal communication, April 7, 2021).

A second partner that the Award has had in the past was a corporate partner who was only interested in donating to the organization. Instead of creating a win-win here, it was really because this partner believed in the Award and wanted to support. He stayed largely out of the picture (P. de Ruijter, personal communication, April 7, 2021).

An interesting thing to note here is the fact that both of these partnerships came out of an in-network acquisition as opposed to a selection made by the Award after which they were approached through a marketing campaign. These partnerships thus came into existence through previous contacts (P. de Ruijter, personal communication, April 7, 2021). This means that no identification of potential partners was conducted, but that either a board member or an Award staff member got in contact with potential partners through their existing network, after which it got linked through to the decision-making staff.

### 3.1.4 Unfocussed marketing

As mentioned, the Award needs partnerships. This means that the organization has been and currently is, in some respects, trying to reach and acquire these possible alliances. In the past, a direct emailing campaign was conducted that will be discussed below and used to demonstrate the effects of the current existing business issue.

#### *3.1.4.1 Direct emailing campaign*

After the passing of His Royal Highness the Duke of Edinburgh, the Award decided to send out an emailing campaign to potential strategic partners. This was done to promote the organization, and the timing of this campaign was deliberately after the passing of the Duke of Edinburgh to promote whilst the organization was in the news. This campaign, however, was considered to be a failure. A contributing factor to this failure was the overall low number of emails sent. In total, 20 emails were sent out over the course of a few days, which led to zero new leads generated for the Award.

After analyzing the process and results, it was evident that the targeting was lacking. There was no clear idea of what potential partner needed to be addressed, or how to identify this partner. Overall, emails were sent out to the wrong people, for whom the message turned out to be not relevant whatsoever. In some cases, these people were able to bring the message to the right person, who then proceeded to not respond to the original email as it ended up on top of a pile of things to do, only to be never looked at again (C. de Leeuw, May 12, 2021). This shows a clear lack of strategic approach to finding new partnerships.

As an important step in any emailing campaign, E. Fariborzi and M. Zahedifard (2012) mention the building of a customer database with information of who the potential customer is. Knowing the customer is increasing effectiveness and profitability, as mentioned by Vorhies et. al, (2011). This research states that "superior performance is dependent on increasing market knowledge stocks and deploying those stocks through the firm's marketing capabilities". This means that, when looking at the proposed theory, the mentioned campaign was predestined to fail in the first place. The Award needs to know how to identify potential strategic partners before initiating marketing activities if it seeks to appropriately and effectively execute a marketing campaign.

The fact that the emailing campaign was not focused is not at all uncommon in a non-profit setting, as mentioned by Pope et. al., (2009). The marketing efforts by NPOs to attract new donors, and thus partnerships, are often unfocused and sporadic. It is essential for an NPO to know what the potential partner looks like to focus its marketing activities. This knowledge, as mentioned, leads to increased performance on marketing practices.

#### *3.1.4.2 Effects of unfocused marketing*

It becomes clear that the Award is missing a strategic approach to identifying the appropriate potential strategic business partner. Due to a lack of a concrete plan, the communication becomes unfocused and therefore ineffective, as showcased in the previous example. This ineffectiveness translates itself in an overall lack of response without any new leads generated and thus, in this case, a failed marketing campaign.

As with a significant number of non-profits, the Award has to deal with scarce resources. This is the case for monetary-, intellectual-, and time resources. An inappropriately targeted and unfocused marketing campaign leads to an inefficient use of monetary- and time resources, whilst not contributing to an increase in intellectual resources, which would help the organization organize a more efficient campaign (Lim, 2019). These resources can and should be used differently in an organization that is looking to continue its current growth spurt. The Award is an organization with only so many resources to spend on promotional activities (P. de Ruijter, personal communication, May 17, 2021). If these resources are then used ineffectively because of lacking information, it becomes an expensive gap of knowledge.

Furthermore, this unfocused marketing continues into other aspects of the organization, where it leads to unfocused messaging across the different communication channels. For instance, there is no clear social media plan in place. Each platform is used without a concrete idea of for who these often-daily posts are. This leads to an unfocused message across all social media channels, with the Award not knowing how to cater their social media posts to a specific partner.

If you do not know who the message is best suited for, the marketing is not going to yield the best possible results, especially across channels. This is in line with the theory proposed by Payne et. al. (2017), who mention that there is a "need to seamlessly integrate messaging strategies and tactics across multiple channels". This is currently clearly not the case, and to do this, a strong idea of who the message is aimed at is needed. Again, this translates itself in the need for a strategic approach to identifying potential business partners.

## 3.2 Strategic partnerships at NPOs

To see how the Award can solve its current business issue, it is important to identify how NPOs in general acquire strategic business partners. Based on what are certain potential strategic partners approached, and what can the Award learn from this?

To start this inquiry into the world of strategic partners, it is important to, first of all, identify what a strategic partnership consists of. Think of the types of partnerships, as well as based on what NPOs approach businesses, or businesses approach NPOs. The previously established definition for a social strategic partner, identified by Waddock (1988), as “a commitment by a corporation or a group of corporations to work with an organization from a different economic sector (public or nonprofit). It involves a commitment of resources — time and effort — by individuals from all partner organizations. These individuals work cooperatively to solve problems that affect them all. The problem can be defined at least in part as a social issue; its solution will benefit all partners. Social partnership addresses issues that extend beyond organizational boundaries and traditional goals and lie within the traditional realm of public policy — that is, in the social arena. It requires active rather than passive involvement from all parties. Participants must make a resource commitment that is more than merely monetary” (Seitanidi, 2010) still stands.

### 3.2.1 Types of partnerships

First of all, it is important to start with the types of partnerships commonly identified in literature. Austin (2000) identifies three types of partnerships between NPOs and businesses, each with a differing level of intensity.

The first and most basic type of partnership is a so-called philanthropic partnership. This partnership describes the relationship between a donor and a recipient, with the business engaging in the donation of monetary assets or a small material donation, and the NPO being on the receiving end of this interaction. This type of partnership occurs most often, and frequently is the base level from which existing partnerships develop further. In this partnership type, no win-win situation is sought by both parties. The NPO often gets a win through the donation, whilst the business considers it mainly as part of their day-to-day activities.

The next stage, and also the second type of partnership, is what is referred to as a transactional partnership. This partnership explicitly requires “two-way benefit flows that are consciously identified and sought”. As is in line with the interview conducted with P. de Ruijter, it constitutes a clear win-win situation, where both parties are gaining from the relationship (personal communication, April 7, 2021).

The third and final type of strategic partnership is an integrative partnership. Here, the goals and resources begin to merge, leading to organizational integration. This is a long process, and usually develops from a transactional partnership, meaning that it is not a partnership type that companies often seek out initially. Therefore, only the first two are currently relevant to the Award and what the Award seeks to achieve at this current moment. Please refer to *table 1* for a clear overview of the three different stages.

<i>Nature of Relationship</i>	<i>Stage I (Philanthropic)</i>		<i>Stage II (Transactional)</i>		<i>Stage III (Integrative)</i>
Level of engagement	Low	⇒	⇒	⇒	High
Importance to mission	Peripheral	⇒	⇒	⇒	Central
Magnitude of resources	Small	⇒	⇒	⇒	Big
Scope of activities	Narrow	⇒	⇒	⇒	Broad
Interaction level	Infrequent	⇒	⇒	⇒	Intensive
Managerial complexity	Simple	⇒	⇒	⇒	Complex
Strategic value	Minor	⇒	⇒	⇒	Major

*Table 1, three types of partnerships (Austin, 2000)*

### *3.2.1.1 Case studies*

In the theory proposed by Austin (2000), a case study set in the United States is discussed in which strategic partners are followed as the relationship develops through the stages mentioned in *table 1*. Thanks to the cultural and economic similarities, it can be assumed that this case study is representative for the Netherlands as well (Hofstede, n.d.; IMF, 2020). As mentioned, the integrative partnership style is currently not of relevance, meaning that only the philanthropic and transactional partnerships will be discussed.

#### *3.2.1.1.1 Philanthropic partnerships*

An interesting thing to note in this collaboration style is that it, as mentioned, does not have to function as a win-win. This contradicts the statement made based on the interview with P. de Ruijter, where it was stated that a strategic partnership always has to be a win-win collaboration (personal communication, April 7, 2021).

In the case study discussed, a local charity requests a certain number of boots from Timberland to use as part of a uniform. This request was approved by an administrative assistant, and at Timberland it was regarded as a small charitable gift. The action was crucial to the mission of neither of the parties, nor were there any high expectations on either side. Evidently, the local charity got a win out of it, but Timberland primarily provided the boots as part of their usual day- to-day activities, without gaining anything as a brand (Austin, 2000).

Low expectations and the fact that no real win-win situation is involved are key characteristics of this type of partnership. Applying this to the Award, it can be seen that the first mentioned partner, the large donor mentioned in chapter 3.1.3.1, fits this profile, and can therefore be classified as a philanthropic partner.

#### *3.2.1.1.2 Transactional partnerships*

As mentioned, in a transactional partnership the organizations involved aim to create a win-win situation. The case study discussed follows the development of the relationship between Timberland and the local charity, as it evolves from a philanthropic partnership into a transactional partnership.

Timberland started to develop the entire uniform for the charity, and by doing this it showed a desire for involvement and investment in the NPO. This was reciprocated by the charity, which actively showed Timberland's involvement in the project. Furthermore, it led Timberland employees in team building activities. Timberland not only shared material

resources, as the brand would provide technical assistance in the areas of finance, marketing, and HR as well (Austin, 2000).

The clearly identifiable characteristics here are the fact that there is a win-win that is created for both parties. Furthermore, it is clearly noticeable that the relationship has intensified and that the parties are working more closely together. When applying this to the Award, it is clear that the screening partner is in this category. The relationship is not yet as developed as the relationship referred to in the case study, but involvement is increasing, and there are clear signs that the partnership is developing in this direction (P. de Ruijter, personal communication, April 7, 2021).

### 3.2.2 Strategic partnership selection

A next step is to take a look at how different strategic partnerships between NPOs and businesses usually come into existence. This will be done based on relevant theory and relevant case studies into the subject.

#### 3.2.2.1 Partnership selection process

Seitanidi and Crane (2009) mention that “the selection phase is crucial in the implementation of the partnership as it needs to develop accountable decision-making mechanisms that address the concerns of all stakeholders and which will allow for the next phase in the implementation process”, meaning that for NPOs and businesses this step is vital. To further illustrate the importance of appropriate partnership selection, Austin and Seitanidi (2012) mention that “accurate value assessment potential is a predictor of partnership longevity”, meaning that the better the partnership selection process, the higher the chances of a lasting collaboration.

To identify potential strategic partnerships, the two cases studied in Seitanidi and Crane (2009) first set criteria based on which, in this case businesses, identify potential strategic NPOs as partners. This is in line with Wu et. al. (2009) who mentions that the first essential step in strategic alliance selection is the setting of the criteria. This is then followed up by a rating of potential suppliers on these criteria based on a predetermined scale. Then, the overall scores should be computed, after which an official decision can be made. Even through this paper focuses on the selection process of a strategic partner in a regular B2B setting, it can be assumed to continue into an NPO-Business setting.

#### 3.2.2.2 Criteria selection

As mentioned, an essential first step is the setting of the criteria. In the theory proposed by Seitanidi and Crane (2009), different criteria are mentioned based on two different case studies. These case studies focus on the partnership selection from the perspective of a business looking to partner with an NPO. This should, however, be assumed to go both ways. What the business deems important for an NPO is what NPOs see as relevant for profiling businesses all the same.

In both case studies, the criteria do overlap to a large degree, making the study that much more valuable. For the criteria identified by Seitanidi and Crane (2009), please refer to *table 2*.

Partnership A: Earthwatch–Rio Tinto	Partnership B: Prince’s Trust–Royal Bank of Scotland
<ul style="list-style-type: none"> <li>• Previous experience working across different economic sectors</li> <li>• Covering similar geographical areas (with headquarters both organisations in Melbourne–Australia and in London–UK)</li> <li>• Cost-effective relationship (money/time investment versus expected outcomes)</li> <li>• ‘Safe’ profiling platform (with other)</li> <li>• Similar time scales of operation</li> <li>• Mutual interests: biodiversity</li> <li>• Personal chemistry among the core people across the two organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Previous experience working across different economic sectors</li> <li>• Covering similar geographical areas (RBS has branches all over the UK while Prince’s Trust has regional offices)</li> <li>• Cost-effective relationship (money/time investment versus expected outcomes)</li> <li>• ‘Safe’ profiling platform (within BUSs or NPOs)</li> <li>• Both organisations had Royal affiliations</li> <li>• Mutual interests: social exclusion, business start-ups</li> <li>• Personal chemistry among the core people across the two organisations</li> </ul>

*Table 2, partnership selection criteria (Seitanidi and Crane, 2009)*

The overlapping criteria here are the:

- Previous experience working across different economic sectors
- Covering similar geographical areas
- Overall cost-effectiveness
- ‘Safe’ profiling platform
- A shared mutual interest
- Personal chemistry among employees

These criteria will be discussed further, as the fact that there is overlap indicates that these are more generic to most profiles created. The two criteria not mentioned, namely the ‘Similar time scales of operation’ and the ‘Both organizations had Royal affiliations’, are assumed to be specific to the organization.

Then, in the theory proposed by Franco (2010), a significant number of B2B strategic partnership criteria are discussed. These criteria concern the acquisition of partnerships from the perspective of two businesses, without a social enterprise being involved. This renders some of the mentioned criteria irrelevant, but there clearly are criteria mentioned that can be translated into a non-profit to business strategic partnership setting. Please refer to *table 3* for the mentioned criteria.

<i>Variable</i>	<i>Mean</i>	<i>Communalities</i>
Firm with good position in sector of activity	4.13	0.511
Complementarity of products and/or capacities	4.00	0.472
Firm with recognised reputation and image	3.96	0.671
Firm with experience in this type of strategy	3.58	0.603
Great professionalism, honesty and responsibility	4.21	0.620
Geographical location and/or size of firm	3.50	0.592
Firm with knowledge of market conditions	3.64	0.616
Trust, respect and acceptable agreement	4.04	0.620
Similar philosophy and culture to ours	2.20	0.665
High degree of commitment	3.56	0.668
Good financial and technological capacity	3.76	0.548
Compatibility in terms of organisation	3.42	0.752

*Table 3, partnership selection criteria (Franco, 2010)*

What is relevant to non-profits focusing on acquiring and profiling new potential strategic partners are the criteria of the:

- Firm with recognized reputation and image
- Firm with experience in this type of strategy
- Great professionalism, honesty and responsibility
- Geographical location and/or size of firm
- Trust, respect and acceptable agreement
- Similar philosophy and culture to ours
- High degree of commitment

These criteria have been selected in collaboration and based on the experience of C. de Leeuw (personal communication, May 18, 2021). There is some clear overlap between the criteria mentioned by Franco (2010), and the criteria mentioned by Seitanidi and Crane (2009). The criteria from both the studies will be discussed further below.

#### 3.2.2.2.1 Selected Criteria

Franco (2010) identifies four different dimensions of partnership selection criteria. The mentioned criteria can all be grouped into one of these four. Each dimension hosts their own criteria. This is in line with Wu et. al. (2009), where it is mentioned that the selected criteria should be grouped, after which they can then be divided into main criteria and sub-criteria. The dimensions identified by Franco are the basis for the main criteria, which will be expanded upon through sub-criteria. The four identified dimensions are:

1. Reputation and contribution of resources
2. Complementarity and personality of the entrepreneur
3. Organizational culture
4. Local/regional identity

The selected criteria will all be grouped in one of these categories, and then explored further with relevant theory.

##### 3.2.2.2.1.1 Reputation and contribution of resources

Regarding strategic partnerships with firms with a recognized reputation and image, Franco (2010) argues that the reputation of a company gives some idea of the previous dealings the company had in other similar situations. It is stated that "Having knowledge of what potential partners have done in the past and what they are doing at present are important indicators to bear in mind when selecting". How the brand is perceived by others can give insight into this.

Then, the "previous experience" criterion mentioned by Seitanidi and Crane (2009), and the "firm with experience in this type of strategy" criterion mentioned by Franco (2010) allows firms to look for NPOs that have worked with partners from different economic sectors before. This is beneficial, as it increases the chances of a long-lasting relationship between the two firms (Pangarkar, 2003).

The next criterion of an "overall cost-effective relationship" deals with the overall perceived investment (time, money) versus the overall expected outcome of the strategic alliance. Seitanidi and Crane (2009) quote two different interviews discussing this issue, in which

two NPOs describe the expected outcome of the alliance as weighing heavier than the invested money and time resources. If this is the case, the benefits of the partnership will outweigh the perceived input, which is needed for a successful collaboration.

The “safe profiling platform” criterion has to do with the overall risk assessment of the potential partnership. The organization choosing the partnership wants to make sure that the NPO is not engaging in activities that the business does not want to be associated with (Seitanidi and Crane, 2009).

The final criterion discussed under this dimension is the “high degree of commitment” criterion. It is mentioned by Cullen et. al. (2000) that the commitment of both parties is an essential part in the success of the strategic partnership. To quote from the article: “No matter how mutually beneficial and logical the venture may seem at its start, without trust and commitment, the alliance will fail entirely or, at the very least, it will fail to reach its strategic potential”.

#### 3.2.2.2.1.2 Complementarity and personality of the entrepreneur

This dimension includes the criteria “personal chemistry between employees”, or the “great professionalism, honesty and responsibility” criterion. This is of course of the essence. It is important for employees from both organizations to get along, as the process of creating a strategic partnership can get lengthy. Furthermore, it requires, sometimes a rather intensive, collaboration from both sides, as is mentioned by Wei and Slocum (1992).

#### 3.2.2.2.1.3 Organizational culture

The “shared mutual interest” criterion, or the “similar philosophy and culture” criterion, has a foundation in theory as well. It is mentioned by Das and Teng (2001) that the development of mutual interest in a strategic alliance prevents the arising of conflicts of interest. This leads to the firms forming a reliable bond and therefore creates a sense of trust between the organizations.

#### 3.2.2.2.1.4 Local/regional identity

In terms of covering similar geographical areas, Biggiero and Sammarra (2010) found that geographical location matters most for smaller enterprises. The closer the firms are, the more open and accessible knowledge-sharing becomes.

#### 3.2.2.3 Weighing the criteria

A next step identified by Wu et. al. (2009) is the ranking and weighing of each criterion. The purpose of this procedure is to prioritize criteria to eventually rate potential strategic partners. This process adds depth to the rating, as it takes into account the immediate relevancy of each identified criterion. Determining the initial ranks and weights should be done in collaboration with a person with experience in the field, who can recognize the importance of one criterion above the other.

As each type of partnership requires a different level of intensity (Austin, 2000), this weighing in an NPO-business partnership should rely on what type of partnership the organization is looking for.

#### *3.2.2.4 Rating and results*

The final steps in the process of selecting potential strategic partners is the rating of each partner through the previously identified and now weighed criteria. The purpose of this being the identification of the best possible partner for the specific organization. A rating scale needs to be identified, from which eventual quantifiable results can be gathered. Based on these results, the organization is then able to determine the best fit as strategic partner, and thus make the most informed decision. This, in a more elaborate setting, comes together in a large super matrix through which results can be gathered (Wu, et. al., 2009).

### 3.3 Visualization

To identify a solution to the current business issue, a conceptual model can be created. This model shows a number of independent variables which influence the dependent variable. The mediating variable that will be mentioned showcases through what practice this dependent variable can be reached. This will be based on the aforementioned theory and internal company information described in the previous chapters.

#### 3.3.1 Independent variables

##### *3.3.1.1 Type of partnership*

The first independent variable currently influencing the lack of achievement in the dependent variable is the fact that the Award needs to know which type of potential partner it is focusing their activities on. This, as mentioned, is currently not the case. Knowing this will help further down in the process. The identification of the best possible partnership style will be in line with the theory proposed by Austin (2000).

##### *3.3.1.2 Strategic partnership selection*

As mentioned by Wu et. al. (2009) in chapter 3.2.2.1, the steps to identifying potential strategic business partners are, first of all, the identification of criteria based on which a potential strategic partner can be identified. First, under the dimensions identified by Franco (2010) the main criteria need to be identified, to which sub-criteria need to be added. The sub-criteria should be personalized to what is relevant for the Award organization. These criteria should then be weighed and eventually, potential strategic partners should be selected to run through these criteria to find a potential match.

##### *3.3.1.3 Link between the independent variables*

There is a very clear link between the two independent variables. Both of the independent variables are needed to solve the current business issue, and both are currently lacking in the Award organization. The Award needs to know what type of partnership it is looking for before it is able to appropriately work with the identified criteria. This becomes clear when looking at the weighing and quantifying of the criteria. Although the theory does not make a distinction between criteria relevant for the partnership types, it has to be assumed that there will be a difference in weighing and quantifying these criteria per partnership style. The criteria will nonetheless all be relevant, the weighing changes based on which type of partnership is being pursued.

#### 3.3.2 Mediating variable

Both independent variables come together in the mediating variable, which is the partnership selection model. Through a partnership selection model, the Award is able to

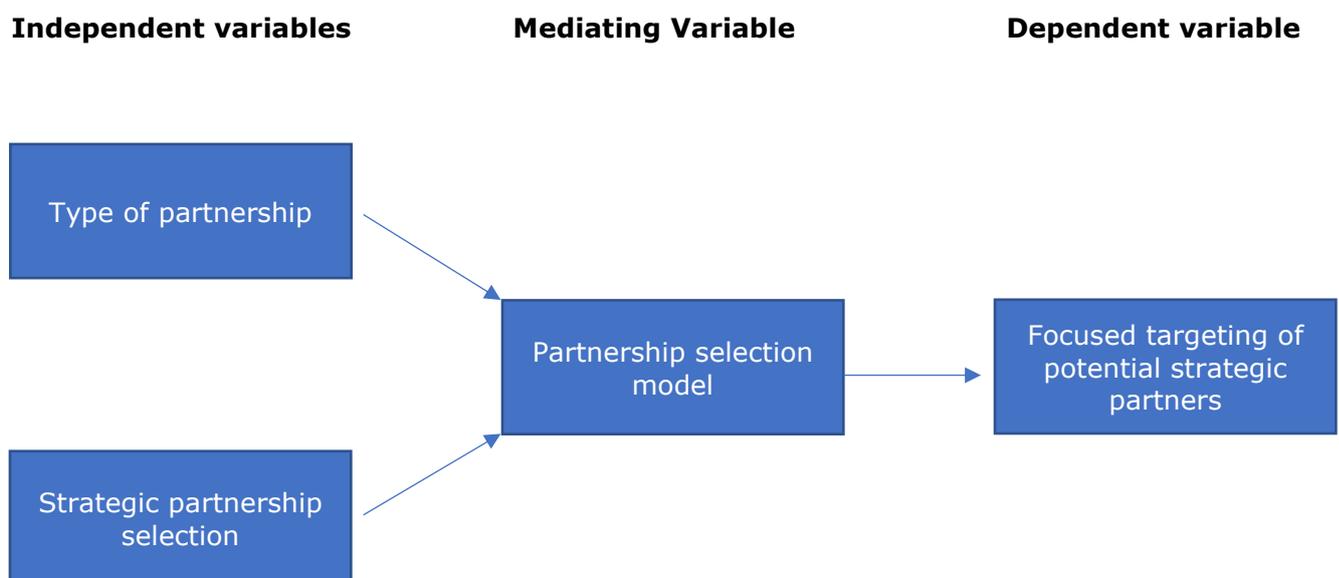
run potential business partners through its identified and weighed criteria, to then appropriately analyze and review the results. It will allow the Award the ability to recognize the companies that fit the profile of potential Award partner, taking into account relevant variables and partnership type. As mentioned in chapter 3.2.2.4, this usually happens in a super matrix (Wu et. al., 2009). However, for the Award organization this needs to be simplified.

### 3.3.3 Dependent variable

The dependent variable is the eventual focused targeting of strategic partners. The Award needs to increase its focus to avoid the expensive and inefficient use of resources. Through the partnership selection model mentioned in 3.3.2, the Award can rate potential partners, which increases the market knowledge, and therefore allows the organization to increase focus in their marketing activities.

### 3.3.4 Conceptual model

All the aforementioned variables can be combined in a conceptual model, for which the image can be found below (*Figure 1*).



*Figure 1, conceptual model*

## 4. Proposed solution

### 4.1 Proposed Solution

Based on the previous situational analysis and theoretical framework, a potential solution can be formulated which attempts to solve the current business issue. It can be concluded from the exploration that the Award is lacking a clear strategic approach to identifying potential strategic partners. To combat this issue, a strategic partnership selection model has been created which finds its foundation in the aforementioned theory.

The first step was the identification of a number of different criteria based on which organizations often approach potential strategic partners. Based on these criteria, both main- and sub criteria, a profile of potential partners for the Award can be created.

Building on this profile, a strategic partnership selection model was created (*Figure 2*). This tool shows the identified main criteria and sub criteria, together with the added weight of each main criteria. By filling in the model, via rating potential strategic partners on each identified characteristic, the Award will get an impression of how fitting the specific partner would be to target for an eventual promotional campaign. The organization will be able to quantifiably show that a certain partner carries more potential than others, which answers the question of "How can the Award in the Netherlands best identify potential strategic partners?"

The creation of this model was done according to the steps identified by Wu et. al. (2009), where first the main criteria were selected, to which sub criteria were added. Then, to complete the model, each criterion was weighed based on its relevancy. To appropriately weigh and quantify these criteria, however, firstly the most relevant partnership type needed to be identified. This was done in accordance with the theory proposed by Austin (2000).

As mentioned in chapter 3.2.2.4 Wu et. al. call for a super matrix through which potential strategic partnerships can be identified. This has, however, been deemed too complex in this situation. The reason for this being the fact that researching these criteria is not part of the experience of the Award employees, and therefore the model needs to be kept relatively simple.

Please refer to *figure 2* for the full model, filled in as an example.

## 4.2 The model

This chapter will focus on an explanation of the model and its variables. The partnership type was the first aspect to be identified, after which the criteria were selected and weighed. Below, this process will be defined and explained further.

### 4.2.1 Partnership type

Based on the theory proposed by Austin (2000), two different types of partnerships currently relevant for the Award were identified, specifically the philanthropic- and the transactional partnership type. Identifying the partnership style beforehand is of the essence, as it forms the basis for the weight and quantifiable rating that will be attributed to each criterion.

	Company X	Weight
Previous experience		X 1.2
Number of NPOs	3	
Similar NPOs	3	
Safe profiling platform		X 2
NPO-Related controversies	2	
Recognized reputation and image		X 1.2
Brand awareness	3	
Image	2,5	
Mutual interest		X 1.5
Previous experience	3	
Organizational similarities	3	
Geographical proximity		X 1
Geographical location	3	
<b>Total score</b>	<b>29,8</b>	
<b>As a percentage</b>	<b>61%</b>	

*Figure 2, partnership selection model*

The Award has experience with both, and through discussing these partnership types with I. Doukmak, who did research into the topic, it was concluded that the Award should focus on the philanthropic partnership style when approaching new potential partners. This conclusion was reached after an analysis of partnership types of the Award in other countries. Please refer to appendix B for an overview of prominent partners in the UK, US, Australia, Canada, and Germany, together with their partnership styles (Doukmak, 2021).

The reason for this takes into account how established the organization is in each respective country. As the Award is currently not yet firmly established in the Netherlands, a philanthropic partnership type appears to be the rational choice. Especially when considering that this type of partnership often is only the start (I. Doukmak, Personal communication, May 29, 2021). As mentioned in chapter 3.2.1, from this, partnerships frequently grow into transactional partners, or even further.

#### 4.2.2 Criteria

To select the relevant criteria, the in chapter 3.2.2.2.1 identified dimensions of Franco (2010) were used, one of which, the complementarity and personality of the entrepreneur, was deemed irrelevant at this moment. The reason for this being that this dimension will only be relevant once the partnership has progressed.

Under these dimensions, the theory of Wu et. al. (2009) was used to identify five main characteristics, under which a number of sub characteristics were placed. The criteria identified by Seitanidi and Crane (2009), and Franco (2010) were used as basis for both the sub- as well as the main criteria. The model in *Figure 2* personalizes these criteria to specifically be relevant for the Award organization in the Netherlands. Furthermore, to enter the mentioned criteria in a model which needs to produce a quantitative outcome, each criterion will be given a rating scale to rate potential business partners on.

Out of the eight criteria mentioned in chapter 3.2.2.2.1, only five are currently of importance to the Award organization. The leftover three, the high degree of commitment, the cost-effectiveness, and the personal chemistry between the employees, are most certainly of relevance, just not in this initial stage of partnership profiling and rating. These criteria come to light once there is a further established contact between two organizations.

##### *4.2.2.1 Reputation and contribution to resources*

The first identified dimension is the reputation and contribution to resources of the potential strategic partner. This is an essential step in targeting the partner, as it allows the Award to create an image of how the potential partner tends to operate in such a partnership. This image is essential for the Award, as it then allows the organization to make a more informed decision on whether or not it wants to work with this partner. This dimension houses the largest number of criteria, which are:

##### 4.2.2.1.1 Previous experience

In the first identified criterion, the Award organization should look at companies which have previous experience in working with NPOs that promote youth development. As mentioned in chapter 3.2.2.2.1.1, the chances of a long-lasting relationship are higher with an organization which has experience with working in the same kind of environment (Pangarkar, 2003).

For the Award this would concretely mean that it should focus on organizations that have experience in working with NPOs as strategic partners (C. de Leeuw, Personal communication, May 23, 2021). Preferably, the potential partner has worked with smaller NPOs before to match the current situation of the Award in the Netherlands. To quantify this, a ranking system has been created, where 0 NPOs constitutes a score of 1, 1-2 NPOs constitutes a score of 2, 3-4 NPOs constitutes a score of 3, 5-6 NPOs constitutes a score of 4, and finally, 7+ NPOs constitutes a score of 5. After conducting research into other partners the Award has abroad, it becomes clear that many organizations float around these numbers in terms of NPO partnerships (Amey PLC, 2020; Badenoch, n.d.).

Furthermore, to rate the experience with smaller NPOs, the percentage of the NPO partnerships which are of a similar size as the Award should be rated. If this is 0%, a score of 1 will be attributed, if this is 1-10%, a score of 2 will be attributed, between 11-20% will constitute a score of 3, between 21-30% will mean a score of 4, and 30%+ constitutes a score of 5. As the Award organization is relatively small, the percentage scores for this have been kept relatively low. The reason for this being the fact that smaller organizations do have a more difficult time in attracting corporate partners (P. de Ruijter, personal communication, April 7, 2021).

#### 4.2.2.1.2 Safe profiling platform

This criterion focuses, as mentioned, on the risk assessment part of the strategic partnership. For certain NPOs it might be a risk to be associated with a certain type of company. Think of an environmentally polluting brand partnering up with an NPO that fights against the extinction of certain species of animals. There is a degree of dissonance there.

This, however, is an estimation that the Award has to make per individual company and making the wrong decision might lead to brand damage as a result. Therefore, it is important for the Award to focus their promotional activities on brands with which it wants to be associated.

The organization should focus on brands which are clean, with no past controversies that can damage the Award brand image. To quantify this, a different rating will be used. If the brand has had controversies in the past that are currently still relevant, it will receive a 1. Then, if there was something playing, for instance, several years ago, and is thus currently not as relevant anymore, a score of 2 will be attributed. Then, if the brand has a clean slate, a score of 3 will be attributed.

#### 4.2.2.1.3 Recognized reputation and image

This is followed by the recognized reputation and image of the potential strategic partner. As mentioned in chapter 3.2.2.1.1, this gives the Award the tools to estimate the behavior of the organization within a strategic partnership. First of all, to measure the recognized reputation, the Award should attempt to focus on the brand awareness the company has. Brand awareness and reputation are related. To work on your reputation, brand awareness is needed (Regalbuto, 2020). To quantify this, the following scale will be used: if brand awareness is between 0-15% of the target group, a rating of 1 will be attributed, if it is 16-25%, a rating of 2 will be attributed, 26-35% constitutes a rating of 3, 36-45% constitutes a rating of 4, and 46%+ constitutes a rating of 5. These percentages

have been decided in collaboration with C. de Leeuw (Personal communication, May 27, 2021).

In term of focusing on the image the brand has amongst NPOs, this should also be quantified. The criterion will be measured via the current partnerships the potential partner has. It is assumed that the higher the number of partnerships, the more pleasant the collaborating experience. Furthermore, the safe profiling criterion contributes to this as well. If the brand has more partnerships and little past controversies, the score will be higher. It will be filled out automatically as an average of the two scores given in both these sections, making it a ranking on a scale of 1-4, allowing for decimal places.

#### *4.2.2.4 Organizational culture*

The second identified dimension is the organizational culture. When it comes to this, it is important for the Award to target companies which share a mutual interest with the organization. As mentioned by Das and Teng (2001), the mutual interest is key, as it leads to the prevention of conflict between parties further down the road.

##### *.2.2.4.1 Mutual interest*

Quantifying mutual interest should be done based on the aforementioned previous experience criterium, as well as on the organizational similarity.

When it comes to the previous experience, the Award should target brands that have invested in sports organizations, youth development, or future-focused initiatives, or brands that have heavily co-operated with this type of NPO before.

Then, the organizational similarity. the Award can also rate the mutual interest based on the type of company it is approaching. Think of large sports brands such as Nike or Adidas, or of a large volunteering organization which match the Award philosophy. An organizational similarity automatically constitutes a mutual interest, making the potential partner a logical fit to the created profile.

This can, again, be quantified. The previous experience criterion can be rated as follows: if the previous experience of the company is for 0-20% related to Award pillars of volunteering, sports, talent development, or youth development, a score of 1 will be attributed. If this is 21-35%, a score of 2 will be attributed. 36-45% will constitute a score of 3, and 46-55% will constitute a score of 4. Finally, if this is 56%+ a score of 5 will be attributed.

In terms of organizational similarity, the rating will be done based on a less objective and more subjective scale. If the organization is not similar at all, a score of 1 will be attributed, somewhat similar constitutes a score of 2, neutral constitutes a score of 3, somewhat similar constitutes a score of 4, and very similar constitutes a score of 5.

##### *.2.2.5 Local/regional identity*

The final criterion concerns the geographical proximity of the potential strategic partner. It is mentioned by Biggiero and Sammarra (2010) that this matters most for smaller enterprises, which the Award in the Netherlands is. It has advantages in terms of knowledge-sharing, as well as advantages for meetings in general. This becomes much more practical when the organizations are located closer together and as mentioned, this is specifically the case for smaller-scale operational activities.

#### 4.2.2.5.1 Geographical proximity

Translating this to the Award organization, the focus should be on companies located in the Brabant area. The Award office itself is located in Den Bosch, and there are a multitude of other large cities in the area that the Award should focus on. Think of cities like Breda, Tilburg, and Eindhoven. To quantify this, the following grading scale should be used: if the potential partner is <50 kilometers away, it will receive a 5, 50-99 kilometers will be a 4, 100-149 will be a 3, 150-199 will be a 2, and any >200 will constitute a 1. Please refer to *table 4* for a full overview of the selected criteria.

Potential strategic partner profile		
Criteria		
Reputation and contribution to resources	Organizational culture	Local/regional identity
Previous experience	Mutual interest	Geographic proximity
Number of NPOs	Previous experience	Brabant area
Similar NPOs	Organizational similarities	
Safe profiling platform		
No past controversies		
Recognized reputation and image		
Brand awareness		
Image		

*Table 4, partnership profile*

#### 4.2.3 Weighing the criteria

As mentioned in 3.2.2.3, a next step is to rank and weigh each criterion according to its importance to the overall selection process. This should, as mentioned, be done in collaboration with someone knowledgeable on the subject of working with partners in an NPO setting, who will be able to identify which criteria are most important. This is in line with Wu et. al., (2009), and the ranking was done in collaboration with C. de Leeuw (personal communication, May 31, 2021).

##### *4.2.3.1 Ranking the criteria*

As mentioned, the preferred partnership type for the Award is a philanthropic partnership. Here, the partnership has not yet reached high intensity levels, and the scope of the activities are narrow (Austin, 2000). Based on this, and on the input of C. de Leeuw, a ranking of the mentioned criteria can be devised.

1. Safe profiling platform
2. Mutual interest
3. Previous experience / Recognized reputation and image
4. Geographical proximity

##### *4.2.3.1.1 Safe profiling platform*

The most essential and highly ranked criterion is the safe profiling platform. This is most important, as this needs to be in order for every type of partnership. For obvious reasons, the Award does not seek to associate with brands that can potentially cause brand damage, and therefore this is attributed the highest weight.

##### *4.2.3.1.2 Mutual interest*

The safe profiling platform is followed by the shared mutual interest the brands have. As mentioned in chapter 3.2.2.2.1.3, the shared mutual interest prevents conflict in a developing partnership (Das, et. al., 2001). Furthermore, if the partnership has a clear goal, collaborating becomes easier, making this criterion highly important.

#### 4.2.3.1.3 Previous experience and recognized reputation

Both the previous experience and recognized reputation have been deemed to be on the same level of importance. The reason for this being the fact that, as mentioned, a philanthropic partnership style requires less of a commitment. This makes the previous experience less relevant, as the overall intensity of the collaboration is significantly less. However, the experience by the targeted brand is still needed to get the partnership running quicker, and to avoid uncertainties.

Furthermore, this simplicity of the partnership means that the recognized reputation is not key either. As the commitment is significantly less than what it would be in a transactional partnership, it is not as important to work with a brand that has the reputation of a good strategic partner. Of course, brands which have a bad reputation in this regard should be avoided, meaning that the criterion is not unimportant. It is, however, significantly less important than what it would be in a transactional partnership.

#### 4.2.3.1.4 Geographical proximity

The final criterion, geographical proximity, has been deemed to be the least relevant in a philanthropic partnership style. As mentioned, this requires a significantly lower time and effort investment from both parties, meaning that the location is not as relevant. Especially in the digital age, where Zoom and Microsoft Teams meetings have been on the up.

If the collaboration were to be more intensive, a closer party would be more relevant. However, in a philanthropic partnership style this is not the case. There will be significantly less meetings and events to attend to, making the geographical proximity not as relevant.

#### 4.2.3.2 Weighing the criteria

Based on the previous ranking, each criterion can be given a weight. Again, this was done in collaboration with C. de Leeuw (Personal communication, May 31, 2021). Please refer to *Table 5* for an overview of the main criteria with their attached weight.

Weighted main criteria	
Criteria	Weight
Previous experience	x 1.2
Safe profiling platform	x 2
Recognized reputation and image	x 1.2
Mutual interest	x 1.5
Geographical proximity	x 1

*Table 5, weighed criteria*

#### 4.2.4 Model results

After a potential strategic partner has been rated on each criterion, Wu et. al. (2009) mentions that the selection decision can be made based on which potential strategic partner ranks highest. As the Award is not selecting one strategic partner but hoping to find a number of strategic partners to target, a threshold will be put in place. Once this threshold has been passed, the organization is in potential a strong contender for a strategic partnership with the Award organization in the Netherlands.

Overall, to measure the results of the company being rated at that time, it has been decided that a percentage score will be used. The total available points equal 48,8, meaning that the end score of the rating on the criteria will be divided by this number and multiplied by 100%.

As a threshold, it has been decided that an overall score of 65% will be deemed as positive for the Award. The reason for this being the fact that if the percentage is  $\geq 65\%$ , it averages  $>60\%$ , meaning that the score is averaging higher than "neutral".

## 5. Methodology

The methodology chapter will showcase how the aforementioned proposed solution will be tested and how the results of these tests will be validated. As mentioned, the goal of this research is to give the Award a tool with which it is able to identify potential strategic partners. The created tool needs to be tested, and as can be identified from the exploration, there is a clear need for this type of tool to enter the organization's capabilities. This tool (*Figure 2*), if deemed efficient and effective, will be able to be used in situations where potential strategic partners need to be identified. Think, for instance, of the initial targeting of an emailing campaign. Therefore, the purpose of this methodology is not the eventual end result of a fully filled-in tool. The testing concerns how helpful the tool can be for Award employees in identifying potential strategic partners. The focus is on testing the process, not on identifying potential strategic partners that the Award can approach.

### 5.1 Research method

To test this tool, the first step will be to select a number of companies to which participants, current Award employees, will be able to apply it. These companies will be selected based on their presence in the Dutch market. This is done to ensure that participants know the brand, so that no difficulties arise when it comes to the researching of the information. Then, a number of questions will be asked to review the overall experience of the usage of the tool.

The reason that multiple companies and participants will be selected for this testing is to avoid a possible bias in the data collection process. If the data is limited to one source, or if this source cannot be assumed to be representative, measurement bias can occur (Smith and Noble, 2014).

The testing will focus on gathering experiences and results from different participants filling in the model, and then commenting thereon. This constitutes as what Williams (2007) identifies as a pre-experimental research design. There is no randomly selected control group, as only current Award employees are asked to fill in the model. The model is, however, standardized amongst these employees. The research will be a combination of quantitative and qualitative research. The results will be gathered via quantifiable input from participants who fill in the tool, as well as qualitative survey data from the answered questions (Walliman, 2010).

### 5.2 Data collection

#### 5.2.1 Participants and company selection

As mentioned, the tool will be filled in by several current employees of the Award. The purpose is to test the overall clarity of the tool, as well as whether or not the employees can, based on the tool, identify which strategic partner is best to target for the Award organization. It is, as mentioned, not about actually selecting a potential strategic partner. The data collection will focus fully on the testing of the potential the model has. This will be done as follows:

Firstly, a number of companies needs to be identified. These companies need to be well-known to ensure that each participant does not need extensive research to fill in the model. Furthermore, to give a rating to the geographical proximity characteristic, only Dutch

companies will be used. To ensure that all participants are familiar with the brands, 15 out of the 50 biggest Dutch companies will be selected (de Boer, 2018).

1. Shell
2. Heineken
3. Booking.com
4. ING
5. Philips
6. KPN
7. Rabobank
8. Ziggo
9. Thuisbezorgd.nl
10. Albert Heijn
11. KLM
12. ABN Ambro
13. SNS
14. Action
15. Douwe Egberts

### 5.2.2 Overall clarity

Then, a way to test the clarity of the criteria is to give the participants a set of information. This information will consist of set lines of text relating to one characteristic of one company. Think of "Company X has a brand awareness of 75%". If the participant then gives a score of 5, it can be assumed that the characteristic is clearly explained. There will be one line of text relating to each characteristic to test the clarity of the explanation of each. In this case, the validity of the information is not relevant, and no attention will be paid to this. Please find the information, including the right scores, below.

- Shell works 3 NPOs. (3)
- One of the NPOs Shell works with is of the same size as the Award (33%) (5)
- ING has had a large controversy with their NPOs in the past, which is currently still affecting the organization (1)
- KPN has a brand awareness of 65% (5)
- Ziggo works with NPOs of which 38% is related to Award pillars (3)
- The organizational goals of KLM are very much in line with the Award (5)
- The Action headquarters are 67 kilometers away from the Award (4)

If the scores given here match up with the scores filled in by the participants, it can be assumed that both the rating system as well as the characteristics are explained clearly.

Then, as mentioned, participants will be asked to answer several questions on their experience with filling in the model. The questions are open ended survey questions. These questions are:

- How clearly were the criteria defined?
- How easy was the information to fill in?
- Does the outcome give you an idea of who the right partner for the Award is?
- Are the characteristics relevant?
- Would you add any characteristics?

Please refer to Appendix C to see the empty model that will be sent out to Award employees. An explanation of each criterion has been added in the form of a comment at each cell.

## 5.3 Data analysis

Two parts of the model that will be tested are, first of all, the clarity of the model. Secondly, the results will be of importance as well, as it will show the effectiveness of the tool. Based on this, conclusions can be drawn on its easiness in use and its overall clarity. The data that was gathered will be analyzed to eventually conclude on these topics. This will be done based on the three identified parts, further explained below.

### 5.3.1 Clarity

First of all, the ratings for the criteria for which information was provided. The purpose of this was to test how clearly the criteria were explained. The scores mentioned in chapter 5.2.2 should match the scores filled in by the participants. If this is not the case, it needs to be concluded that the explanation of the relevant criteria was not clear enough.

Then, the second and final step in analyzing the clarity will come from the answers to the questions asked in the model file. If there is coherence between these answers, it can form the basis for the recommendations, as well as for the development of further research. To analyze this, a short coding of the answers will be conducted.

### 5.3.2 Effectiveness

Then, the overall end scores. When participants fill in the tool, a percentual end score per potential partner is computed. In these end scores, there is a need for consistency amongst participants. If this is not the case, it needs to be concluded that there is something wrong with the process.

The analysis will therefore focus on the differences in end results between the participating Award employees. If there is little difference, it can be assumed that the model is effective, as the participants are able to fill in the tool in a consistent manner. If this is not the case, it needs to be concluded that the effectiveness of the model is lacking. Through looking at the criteria for which participants were given information, it can be concluded whether or not this was due to the clarity of the criteria. Based on this, it can then be concluded that the criteria were not explained clearly, or that there is a different reason for the inconsistency in answers.

## 5.4 Limitations

The research does face a number of limitations that need to be kept in mind and which can affect the validity of the overall results. First of all, the current Covid-related restrictions make it difficult to get access to all relevant data. Furthermore, due to a long-term absence of the director of the Award organization, access to relevant data has become even more complicated.

Secondly, there is a certain time constraint on the research due to eventualities happening in the starting phase of the writing process. This has as a result that different possibly relevant points of view have not been further researched, as there simply was no time to conduct this research.

## 6. Results

To answer the research question of “How can the Award in the Netherlands best identify potential strategic partners?” data has been gathered relating to the aforementioned strategic partnership selection tool. This data focuses on the testing of the process and the usage of the tool. Think of the clarity of the criteria, clarity of the results, and overall information input for the tool. The purpose of this is to give the Award a method of identifying potential strategic partners.

As mentioned, the data analysis will focus on three identified sections. The criteria for which information was provided which tests its clarity, the questions asked to participants, and the overall end result. Based on this, conclusions can be drawn, which will be discussed further down in this research.

Not all Award employees were available on short notice to fill in the model, leading to a total of four responses. Please refer to appendix D, E, F and G for the filled in partnership selection models per participant. The Award currently does not have an employee dedicated to business partnership selection and profiling, meaning that the tool needs to be used and tested by all employees. It is important that each employee is able to understand the tool, and that each employee is able to read the relevant results. Therefore, any Award employee willing to fill in the tool helped towards the gathering of insights on model. Again, please refer to the aforementioned appendix D, E, F and G for the information per participant.

### 6.1 Clarity

As mentioned, the first of the two identified parts is the overall clarity of the model. This was tested via the criteria for which information was provided, as well as via the questions asked at the end of the process of filling in the tool. First of all, the results to the criteria for which information was provided. Please refer to *Table 6* for an overview of the answers of the four participants.

Criteria	Participants			
	P1	P2	P3	P4
Number of NPOs	2	3	3	3
Similar NPOs	5	4	5	4
NPO-Related controversies	1	1	1	1
Brand awareness	5	5	5	5
Previous experience	3	3	3	3
Organizational similarities	5	5	5	5
Geographical location	4	4	4	4
% accurate	96%	96%	100%	96%

*Table 7, informed criteria participants response*

As can be seen in the table, the criteria measured were largely filled in correctly by the participants. At the Number of NPOs criteria, P1 filled in a 3, where a 2 should have been answered, and at the Similar NPOs criteria, P2 and P4 filled in a 4 where a 5 was the right answer. For the rest, however, each line of information was transferred well into the model, and each participant answered correctly. The fact that there are mistakes in two of the criteria leads to the conclusion that these need to be explained more clearly. However, as

only one participant made a mistake in criterion 1, and two participants made mistakes in criterion 2, this could also be attributable to reading mistakes or other human fallacies.

Then, when looking at the questions answered by participants (appendix H), and the themes identified (Appendix I), it can be seen that all four participants believed that the identified characteristics were explained clearly, were relevant, and there were no suggestions to add any. This is in line with *Table 6*, where participants show, to a large degree, a clear understanding of the criteria. Based on this, it can be concluded that the model, in its current form, is clear to its users.

## 6.2 Model results

As mentioned, the second section is where results will be analyzed through the end percentage scores. Please refer to *Table 7* for the full results per participant per company. Each participant rated the set of companies on the criteria previously identified, of which the outcome was a percentage score per company. Appendices D-G show the filled-in partnership selection models per participant. As mentioned in chapter 4.2.4, an overall score of 65%+ constitutes a potential target for the Award.

In first instance, when looking at the average scores, it might seem like the results were rather similar, apart from one outlier result in P3. Upon looking deeper into the results, however, it needs to be concluded that there is large inconsistency amongst the participants. Apart from Action and Booking.com, the table shows significant differences in the results.

When looking at the coded open-ended survey questions in appendix I, it can be seen that 3 out of 4 participants did not experience the filling in of information for the partnership selection model as easy. However, once the model was completely filled in, it can be seen that all four participants were able to identify the most promising potential strategic partner for the Award based on their input. These potential strategic partners are, however, as can be seen in *Table 7*, not consistent amongst the participants.

Company	Participants			
	P1	P2	P3	P4
Shell	50%	60%	91%	70%
Heineken	41%	58%	81%	52%
Bookin.com	64%	65%	65%	64%
ING	68%	45%	87%	56%
Philips	43%	45%	88%	64%
KPN	75%	56%	88%	61%
Rabobank	86%	48%	98%	59%
Ziggo	78%	76%	66%	62%
Thuisbezorgd.nl	47%	60%	52%	52%
Albert Heijn	66%	71%	84%	68%
KLM	67%	66%	98%	74%
ABN Ambro	68%	56%	85%	59%
SNS	57%	60%	68%	63%
Action	49%	48%	49%	44%
Douwe Egberts	54%	47%	65%	62%
Average scores	61%	57%	78%	61%

*Table 8, model results*

Based on the validity score of 65%, each participant identifies different potential strategic partners for the Award. P1 identifies ING, KPN, Rabobank, Ziggo, Albert Heijn, KLM, and ABN Ambro, P2 identifies Booking.com, Ziggo, Albert Heijn, and KLM, P3 identifies all but Thuisbezorgd.nl, and Action, and finally, P4 identifies Shell, Albert Heijn, and KLM. As mentioned, there is a significant amount of difference here. Therefore, it needs to be concluded that the effectiveness of the model is currently insufficient. A possible

explanation for this could be the fact that, as mentioned, 3 out of 4 participants experienced a degree of difficulty with filling in the right information into the model.

### 6.3 Conclusion

Overall, it can be concluded that the model is clear to participants. When looking at the criteria for which information was provided, it can be seen that these were largely filled in correctly, apart from three. Furthermore, all participants are able to identify which partner would in potential fit best based on the filled-in model. This conclusion can be drawn based on the fact that 4 out of 4 participants recognize this to be the case.

However, when looking at the effectiveness of the model, it needs to be concluded that this is currently insufficient. There is a clear mismatch between the results achieved by all of the participants, which leads to the deduction that the easiness of the tool is not at a desirable level. This is further backed up by the fact that 3 out of 4 participants experienced difficulty with filling in the information.

The gathered data shows no clear explanation for this significant difference in results, apart from the experienced difficulty discovered from the open-ended survey questions. This, however, does not suffice as explanation.

Possible reasons for this inconsistency could be the fact that none of the participants are experienced or hired to research other companies on these types of criteria. Or, alternatively, the fact that significant research is needed to fully fill in the tool could be another explanation. This should, however, be the topic of further research into the tool.

### 6.4 Limitations

As mentioned, only four Award employees were able to fill out the strategic partnership selection form. Due to Covid regulations, unforeseen circumstances, and time constraints not all Award employees were available on short notice to fill in the model. Therefore, the assumption needs to be made that the results are representative for all Award employees.

Furthermore, the participants that did fill in the model are no experts on strategic partnership selection. This might be the reason for the experienced difficulty in filling in the information. This does, however, provide more strength to the overall clarity of the model. The participants are no experts, but still able to understand the criteria and read the results.

## 7. Conclusions

The Award has been working on continuing its growth spurt as an NPO in the Netherlands. New grants were acquired, which helped with starting new projects, and new employees were hired to initiate these new ventures. To continue this growth, however, the Award is in need of business partnerships. Business partnerships can support the Award either through cash donations or through the donating of physical assets such as sports or camping gear. This can provide tremendous wins to the Award in its process of growing its presence in the Dutch market. However, to attract these business partners, a clear idea of who this potential partner is, is needed. At this moment, no such idea exists at the Award organization, let alone a plan on how this potential partner can then be identified.

There are a number of consequences that come with the lack of such a plan and profile. It leads to an unfocused targeting approach, unfocused messaging across channels, of which both lead to an ineffective use of scarce resources. The unfocused targeting leads to failed emailing campaigns, as well as to unfocused messaging on the social media channels of the Award. There is no real idea of who the potential audience for the marketing activities is, which is needed to effectively communicate.

This research has had its main focus on solving the research question of "How can the Award in the Netherlands best identify potential strategic partners?", to give the Award a method through which it can solve these issues.

Based on an in-depth exploration and theoretical analysis of the business issues, a potential solution was identified. This solution consists of, firstly, an identification of the most fitting partnership style for the Award. Based on an analysis of partnerships the Award has abroad, this was concluded to be a philanthropic partnership style. From this, a profile of potential strategic partners which was created. This profile consists of different criteria identified which are relevant to the Award organization, based on which Award employees are able to score different potential partners. To provide the person scoring these potential partners with a clear overview, these criteria were put in a tool, where each criterion was given a weight, largely influenced by the partnership style. Through scoring potential strategic partners on each criterion an eventual end score can be computed. Based on this, the Award will be able to identify to what degree a potential strategic partner fits the identified strategic profile.

This tool was filled in by Award employees to test its effectiveness and its clarity. At the end, five open survey questions were asked to gain insight into the experience of the usage of the tool. Based on this, it needs to be concluded that it currently is not yet ready to be used. When looking at the test results, it can be seen that the effectiveness is lacking. Participants were not able to achieve similar results, for which a possible explanation could be the fact that 3 out of 4 indicate that there was at least some difficulty with filling in the information. Furthermore, a significant amount of research is needed to successfully fill in the tool, and the Award employees who participated in the test all lack experience in this type of research. This could be an explanation for the perceived difficulty.

In terms of clarity, however, the tool seems to be clearly explained and participants are able to read which potential strategic partner fits the Award best. This leads to the conclusion that there is great potential to be found in the tool, if the effectiveness can be improved upon. A first step has been set in the direction of solving the current business

issue, and through this tool the Award will potentially be able to more efficiently employ its resources through improvements in targeting and messaging. However, as mentioned the effectiveness needs to be improved to reach this sought potential.

In terms of future usage, the tool is clearly not ready to be used yet. However, the Award does need a method of identifying potential strategic partners, and this tool forms a good basis. Therefore, if additional research needed is carried out, and the tool is appropriately tweaked and adjusted, the Award should profit off of the benefits it is able to provide.

## 8. Recommendations

As mentioned, the developed tool shows clear potential in its clarity to the user, meaning that in that regard it can provide the Award organization with a good footing for identifying potential strategic partners. However, the tool is lacking in effectiveness. Reasons for this could be the perceived difficulty of filling in information, possibly due to the intensive amount of research needed to successfully complete the tool. This, however, is based on educated assumptions and previous experience. To fully unlock the potential the tool carries, it is recommended that the Award carries out research into exactly why this perceived difficulty arose, and how the overall tool can be improved upon to increase effectiveness.

To exactly pinpoint the cause of this, it is recommended that the Award organization starts conducting research on improving the effectiveness of the tool as soon as possible, to ensure effectivity when the next big campaign arrives. Researching and improving this will increase the easiness and effectiveness of the tool, which in turn would offer the Award a way of reliably identifying potential strategic partners. If this can become effective whilst maintaining its clarity, it will be a solution to the business issue that the organization is currently facing.

It is furthermore recommended that the Award organization dedicates one employee to the business partnership acquisition process as part of their activities. Currently, there is not one staff member with in-depth expertise on this issue, and as the process of researching the tool for potential strategic partners is prone to being time consuming, it is important that one dedicated employee focuses on this. This allows the employee to gain experience in using the tool and the research process, whilst other employees will be able to continue their day-to-day activities without being tasked with heavy research obligations.

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## 10. Appendices

### 10.1 Appendix A, Interview Patricia de Ruijter with summary

Interview Patricia de Ruijter & Guul Stienen

Date: April 7, 2021

P: Patricia de Ruijter (Director at Award Nederland)

G: Guul Stienen

G: Nou, dan gaan we beginnen, ja, dus mijn scriptie gaat eigenlijk over wat is nou de beste manier van communiceren naar bedrijven toe, ja voor een mogelijk partnership. Waarom is de Award eigenlijk op zoek naar zakelijke partners?

P: Waarom? Nou, we richten in onze strategie op 3 pijlers, waarvan 1 partnerships is. En de bedoeling van partnerships is dat je een relatie opbouwt zodat je elkaar kan versterken in je imago maar ook eigenlijk in je commerciële doeleinden. Dat is financiële groei. Dus zo hebben we partners die ons helpen met het sponsoren van producten door korting te geven of door het sowieso gratis aan te bieden. Of partnerships waarin we elkaar versterken, dus nu hebben we bijvoorbeeld een mooi partnership met I-Screen, en zij zijn een organisatie die bijvoorbeeld psychologische profielen ontwikkeld gebaseerd op jouw persoonlijkheid. En zij steunen ons door die profielen aan te bieden aan de deelnemers van MDT (maatschappelijke diensttijd). En daar versterken we elkaar, want dat is een prachtig mooi product waar we normaal heel veel voor moeten betalen, of waar personen normaal heel veel voor moeten betalen, maar nu bieden zij dat aan. En voor hun is het natuurlijk een mooie partnership omdat zij op die manier meer in contact komen met jongeren en organisaties waar zij weer graag in contact mee komen, bijvoorbeeld met onze scholen. Dus dan is het een soort win-win, en dat moet het sowieso altijd zijn hè. Er moet altijd een gemene deler zijn waarom je een partnership wil aangaan. Je bent altijd op zoek naar die link met elkaar.

G: Je zei al inderdaad dat jullie een aantal partners nu ook al hebben. Ja hoe kom je bij zo een partner normaal gesproken? Hoe verloopt zo een proces?

P: Een van de vormen van partnerships is natuurlijk de scholen waar we mee samenwerken. We hebben dat programma, alleen de scholen die bieden het aan de leerlingen. Dat is dus ook een vorm van partnership waarin je samenwerkt om het product wat we hebben op een goede manier te implementeren bij de deelnemers. En we hebben dus I-screen die ons helpt om via een andere hoek bij de deelnemers terecht te komen, en we hebben ook eerder een business partner gehad die ons een bepaald bedrag per jaar schonk, drie jaar lang. En dan heb je natuurlijk die financiële impuls die je heel hard nodig hebt.

G: Ja. En hoe komt zo een eerste contact met zo een partner bijvoorbeeld tot stand?

P: Dat kan op verschillende manieren. Het is onder andere wel een taak van het bestuur en de raad van advies om bij bedrijven te laten weten dat we er zijn en of ze interesse hebben in contact met ons. Dus dat is vaak hoe het eerste contact ook ontstaat. Het is

vaak niet cold calling van hey wil je geld geven, maar het begint bijvoorbeeld met een kennismaking op de gang hier. En ik raakte op aan de praat met een van mijn buurmannen en die vertelde "oh ik zit bij de hockeyclub vrijwillige communicatie te doen en goh ik zie wel een hele mooie link met wat jullie doen. Kunnen we niet eens praten?" en zo ontstaat ook eigenlijk al het begin van een partnership. Dus ik noem het altijd het partnership is het huwelijk. Je begint altijd met een scharrelfase, en dan heb je de verkering fase, en uiteindelijk ga je met elkaar verder ja of nee. Een andere manier is dat de vorige major donor. De grootgever zeg maar, dat was een vriend van iemand uit het bestuur en die had een eigen bedrijf, en die raakte met elkaar aan de praat over de Award, en die vriend vond dat zo een mooi verhaal dat hij zei "nou dat wil ik wel sponsoren voor een bepaalde tijd". Dus het begint meestal met een link in je eigen netwerk of twee netwerken die elkaar tegenkomen, zoals wij met de hockeyclub, of een bedrijf dat we zelf benaderen om ons te helpen die uiteindelijk zegt "wat mooi we gaan sponsoren". Dus we zijn bijvoorbeeld bezig met een drukker waar we ons drukwerk hebben neergelegd. Die persoon ken ik vanuit mijn vorige werk, en hij heeft altijd contact gehouden over drukwerk, want dat is natuurlijk zijn core business, en nu ziet hij dat we weer voor een goed doel werken. Dus dan begint het met een korting van "hey wat mooi, voor goede doelen geven we 10% korting, maar kom eens wat meer vertellen over je organisatie, want misschien kunnen we meer voor jullie betekenen.". Dus het begint meestal in je eigen netwerk met praten over de organisaties "wat doe jij en wat doen wij".

G: Ja, inderdaad, veel zal uit je eigen netwerk komen. Het is niet bijvoorbeeld, bij de founders 100, het idee dat ik daarbij heb is juist buiten je eigen netwerk zoeken.

P: Ja, ja dan begint het met een heel onpersoonlijke brief. Binnen je eigen netwerk heb je natuurlijk al warm contact, maar buiten je eigen netwerk is het natuurlijk wat moeilijker, dus moet je altijd eerst zorgen dat er een eerste contact is, en een eerste interesse die wordt gewekt. En daarin gebruiken we natuurlijk die mooie founders 100 campagne, en dat zijn bedrijven waarin we nog geen contact hebben, maar we gaan wel weer als eerste de bedrijven benaderen die wel al de Award steunen vanuit Amerika bijvoorbeeld, of vanuit een ander land. Dus je gaat toch altijd op zoek naar die match of naar die link. En als die er echt niet is dan wordt het een Cold Call, en dan wordt het een brief waarna je belt van "goh hebben jullie onze brief ontvangen en hebben jullie interesse in contact". Maar dat is wel de moeilijkste manier om een partner te bereiken, juist omdat je elkaar nog helemaal niet kent en nog eigenlijk niks met elkaar hebt.

G: Heb je daar wel ervaring mee? Ook bijvoorbeeld bij wat je eerder gedaan hebt? Of is dat iets wat niet zo vaak voorkomt?

P: Jawel hoor, dat komt wel voor, alleen duurt het langer om aan die relatie te werken. En het is moeilijk. Maar ik heb er wel ervaring mee. Het begint dan echt elke keer met een mailing, of een hard-copy mail naar een bedrijf. Vervolgens wel contacten van "goh hebben jullie het ontvangen", je wilt ze triggeren in een afspraak met jou. Dus vaak stuur je dan een cadeautje of een uitnodiging voor een evenement, zodat je uiteindelijk dat persoonlijke contact kan krijgen.

G: Ja, precies. Dus dan doe je eigenlijk altijd wat extra's zodat het vriendelijke contact meteen gelegd is inderdaad.

P: Ja, precies. Kijk als ze jou niet kennen en bedrijven, en dan vooral personen binnen bedrijven, die krijgen zo veel mail en uitnodigingen, ook ik, ik word heel veel benaderd van "oh wat interessant, kan ik een keer een kop koffie met je komen drinken, want ik zou ook wel eens voor een goed doel willen werken, of ik zou wel eens wat meer willen weten". Dat zijn vaak de eerste contacten en als je het ontzettend druk hebt en je werkt maar een bepaald aantal uur per week dan ben je selectief met wie je allemaal koffie gaat drinken. Dus daar moet natuurlijk wel een match voor je zitten, of een win.

G: En, ja hier hebben we het al een klein beetje over gehad, maar wat zijn de voordelen die jullie vooral halen uit partnerships. Het gaat bij de Award niet per se om geld, maar wat zijn alle voordelen die jullie eruit zouden kunnen halen?

P: Ja, bekendheid. Bedrijven die de Award steunen die dragen dat vaak uit naar hun werknemers, want het is natuurlijk iets om trots op te zijn als je een bepaald doel steunt. Dus echt bekendheid en een positieve flow rondom die bekendheid. En, ja, wanneer je samenwerkt kan je gewoon ook meer. In de subsidies die we aanvragen wordt er ook altijd gestuurd op het zoeken van partners waarmee je iets gaat doen. Want je hebt iets meer draagkracht met een partner dan alleen. Dus dat zijn alleen maar voordelen, hoe meer partners je hebt die jou steunen, hoe meer draagkracht je hebt, hoe interessanter het is voor andere mensen of voor andere organisaties om ook weer in te stappen. Het geeft alleen maar groei binnen je organisatie

G: Ja. En hoe intensief is zo een samenwerking normaal gesproken?

P: Dat verschilt, en dat hangt af van de partner. Met I-Screen gaan we denk ik een hele intensieve samenwerking aan, omdat er nu ineens voor ons allebei een grote groeipotentie in de samenwerking zit. Met de sponsor die eigenlijk alleen maar geld gaf, die wilde daar ook niet bij benoemd worden. Die wilde niet in het jaarverslag met zijn naam, die wilde daar geen publiciteit over. Dus daar was het contact eigenlijk heel minimaal mee. Dat was alleen maar met de voorzitter van ons bestuur, die had contact over de Award, en we stuurde wel een kerstkaart, en we nodigde hem wel uit voor het golftoernooi, maar daar bleef het bij. Dus het verschilt heel erg per partnership. Met de scholen hebben we heel intensief contact, maar ook met de een meer dan met de ander, terwijl we eigenlijk dezelfde partnership aangaan met alle scholen. Dus het verschilt heel erg in waar de behoefte ligt van de andere kant.

G: En als we dan bijvoorbeeld kijken naar de founders 100 campagne die eraan komt, is dat iets wat de Award vaker heeft gedaan, of waar jij ook bij betrokken bent geweest dan, of is dat nog te nieuw eigenlijk?

P: Dat hebben we bij Award Nederland nog niet eerder gedaan. Omdat er ook nog niet echt de capaciteit voor was eerder, om op deze manier op zoek te gaan naar partnerships. Dus dat is eerder in Nederland nog niet gedaan.

G: Oke, dus ook een nieuwe ervaring voor jullie?

P: Ja, absoluut. Het gekke is dat de Award in Nederland al 25 jaar bestaat, maar dat dit soort dingen nooit eerder zijn gedaan. Dat is omdat de Award eerder altijd door een persoon gedragen werd, en die deed dat ook nog een vrijwillig. Die was niet bezig met marketing of met partnerships, of met publiciteit. Die was alleen maar het verhaal aan het

promoten bij scholen. En daar bleef het eigenlijk bij. Dus, ja, daar valt nog wel veel winst te behalen.

G: Ja, dat geloof ik. En wat is dan voor jullie de ideale uitkomst van dit onderzoek dat ik aan het doen ben? Zijn jullie opzoek naar uitnodigingen voor gesprekken of echt partnerships?

P: Ja, de ideale uitkomst van het onderzoek is vooral op hoe kunnen we nou zo een campagne gebruiken om bedrijven toch te triggeren om met ons in contact te komen. Wat doen we nu nog niet wat we wel moeten doen zodat het voor bedrijven of voor andere vormen van partnerships interessant is om met ons te partneren.

G: Dus dan zou het bijvoorbeeld zijn een hoger aantal gesprekken? Of een nieuw aantal uitnodigingen?

P: Ja, of een strategie. Kijk, nu doen we maar wat en zijn we eigenlijk een beetje met hagel aan het schieten. Ik ben samen met Jeroen en Ernst en Claudia om dit op te pakken, en we hebben daar nog niet echt een vaste strategie in. Het is nu vooral plukken van het laaghangend fruit, met welke bedrijven hebben we al contact? En we gaan met direct mails een aantal Engelse bedrijven benaderen waarvan wij denken dat het een goede match is, en omdat ze al een match hebben met de Award, maar misschien is dat helemaal niet de juiste manier. De ideale uitkomst zou zijn "welke strategie moeten we echt gaan inzetten om het maximale eruit te halen?"

G: oké, en als we dan een keertje teruggaan. Want we hebben het gehad over wat de Award dan uit zo een partnership haalt, maar wat zien bedrijven vaak in een partnership met de Award?

P: Dat kunnen een hele hoop verschillende motivaties zijn, en dat is al onderzocht, en dat ligt ook vast. Volgens mij heb ik zo een onderzoek ook wel eens naar Iman gestuurd, maar er zijn wel een aantal intrinsieke motivaties. De eerste is imago branding. Het is goed voor het imago van het bedrijf, om een goed doel te steunen. Sowieso moet iedereen aan sociaal verantwoord ondernemen doen, of maatschappelijk verantwoord, MVO. Daarnaast kan het zijn om de verbinding te versterken binnen het bedrijf. Als je gezamenlijk het gevoel hebt dat je een goed doel steunt, dan verbindt dat je team met elkaar. En een derde motivatie kan zijn het meedoen. Organisaties willen vaak behalve alleen maar geld geven ook echt iets doen. In actie komen, of een spotje maken, of iets in natura doen zodat ze ook echt het gevoel hebben dat het bedrijf zelf, vanuit hun core business echt van waarde is. Zoals I-Screen nu bijvoorbeeld doet. Hun core business is die prachtige profielen maken, en ze op die manier aan te bieden aan de leerlingen hebben ze ook echt een bijdrage die wij niet kunnen leveren. Zij kunnen echt iets betekenen voor die jongeren wat wij nu niet kunnen op deze manier. Dus dat is aan ons om te achterhalen wat de behoefte is van een bedrijf. Er is nog een vierde, maar die moet je even opzoeken, en misschien nog wel vijf of zes. Er zijn verschillende redenen waarom bedrijven een goed doel steunen. En het is de kunst voor ons om te achterhalen voor diegene waarmee we aan tafel zitten wat de behoefte is binnen dat bedrijf, zodat wij daar weer op kunnen inspelen. Oké als jullie behoefte is verbinding met elkaar, of jullie behoefte is je imago versterken, dan kunnen wij dit en dit voor jullie betekenen. Dus dat is ook altijd een beetje de crux. Je weet niet van relaties die je niet kent, dat hele cold calling, wat hun behoefte kan zijn totdat je met ze in gesprek gaat, en vanuit je eigen netwerk kun je daar wat meer op inspelen.

G: Waar ligt dan vaak het initiatief? Gaan jullie vaak naar bedrijven toe, of krijg je ook vaak mailtjes van bedrijven die ook graag iets willen doen met jullie?

P: Nee, het gebeurt zelden dat bedrijven jou zelf benaderen. Je moet natuurlijk altijd zelf eerst met de eerste stap komen. En dat kan bijvoorbeeld zijn door ze uit te nodigen voor een Award uitreiking of voor een evenement. Dat zeg je 'hey jullie zitten hier in de buurt, wij hebben een mooi evenement, kom eens kijken'. Maar het gebeurt zelden dat een bedrijf, zelden tot nooit, dat een bedrijf jou zelf benadert, van 'hey wat mooi, we willen jullie steunen'. Dat komt ook omdat de Award gewoon nog heel erg onbekend is. Toen ik bij WarChild werkte gebeurde dat wel. We werden regelmatig benaderd door particulieren en bedrijven die zeiden van we willen in actie komen, of ze waren al in actie gekomen voor WarChild zonder dat wij het wisten. Dat gebeurt bij de Award nog niet, maar dat is natuurlijk wel wat we willen.

G: Dat was toevallig ook mijn volgende vraag op mijn lijstje, ja hoe ging dat bij WarChild in zn werk dan? Daar heb je natuurlijk ook gewerkt en daar heb je ervaring.

P: Nou ja, WarChild heeft een hele hoge naamsbekendheid. Ik denk wel van 98% als je aan 100 mensen vraagt, noem eens drie goede doelen, dat zit daar voor 90% altijd WarChild tussen. Of als je m open stelt van ken je WarChild? Dan zegt 99% in Nederland ja. Dus hoe werkt dat, het heeft met naamsbekendheid te maken, en met je imago. En dat is natuurlijk ook waarom je wil partneren en wat het doel is van zo veel mogelijk partners. De naamsbekendheid en je imago maakt dat je uiteindelijk niet meer zelf de boer op hoeft, maar dat mensen jou benaderen omdat ze je dus kennen en ze weten wat je doet en mensen willen helpen. En hoe dat weer werkt, he daar heeft de ambassadeur Marco Borsato een heel groot aandeel in gehad. WarChild was 25 jaar geleden een van de eerste goede doelen in Nederland die echt een bekende nederlander erbij betrok, en eentje die zo een schot in de roos was, want eigenlijk ook iedereen kende hem wel, en je kon vrij weinig van hem vinden. Inmiddels wel, maar toen nog niet. Hij had gewoon echt een enorm bereik. Hij kon gewoon echt in drie dagen Ahoy zes keer uitverkopen. Als je zo een persoon aan je organisatie weet te binden gaat die naamsbekendheid ook heel snel. En dan heb je wat de Award betreft weer de kip en het ei verhaal, we hebben een bekend persoon nodig om de naamsbekendheid te laten groeien, maar een bekend persoon stapt vaak pas in bij een organisatie die al bekend is om natuurlijk hun imago. Er moet natuurlijk een win-win zitten, en een win voor hun is dat ze hun imago versterken door een doel te steunen. Dus wij zitten nu een beetje natuurlijk in die spagaat van we zijn nog niet bekend genoeg, of we zijn eigenlijk totaal niet bekend, en nu gaat het heel langzaam om die naamsbekendheid te laten groeien.

G: Ja, dan zijn we bijna aan het einde. Ik heb nog twee internationale vragen waar jij misschien niet alles over weet maar ik dacht ik kan ze net zo goed vragen want misschien weet je het wel. Weet je ongeveer wat NAOs internationaal doen om bedrijven te benaderen? Als je dan buiten Engeland misschien kijkt, want we hadden het net over naamsbekendheid en daar is het natuurlijk een stuk groter dan dat het programma hier is.

P: Ja, ik denk dat iedereen dat een beetje op dezelfde manier moet doen. Je moet het hebben van je naamsbekendheid en van je netwerk. Heel veel NAOs hebben wel ambassadeurs met grote namen die hun steunen, namelijk royalty. En dat is natuurlijk heel helpend. In Afrikaanse landen heb je dan bijvoorbeeld echt dat de president van die landen ambassadeur zijn van de Award, en dan heb je natuurlijk al een groot stuk meer

naamsbekendheid, en dan heb je dus ook al snel dat bedrijven zich aan jou willen binden. Op die manier kunnen ze dan ook in contact komen met de president of met een prins of prinses. Dus nogmaals, een ambassadeur is heel erg belangrijk, want dat maakt vaak eigenlijk waarom mensen vanuit zichzelf aan jou willen binden. Daarnaast worstelt elke NAO ook met hetzelfde. Dat is of toch contact leggen met de warme leads uit je netwerk, of uit het netwerk van je bestuur, of inderdaad op de koude manier. En daarom wordt er natuurlijk ook wereldwijd zo een campagne ontwikkeld, om zo alle NAOs te helpen om nog meer publiciteit te krijgen. Dat staat ook letterlijk in die campagne, het is publicity verhogend. Want hoe meer bekendheid je hebt hoe makkelijker het wordt om dus inderdaad bedrijven of particulieren te benaderen. Dus ja, het fondsenwerven werkt denk ik allemaal een beetje op dezelfde manier. Maar het grote voordeel van de Award is wel dat het een koninklijk gesteunde organisatie is. Dus de commonwealth landen die gebruiken dat ook echt. Het wordt gesteund door Prince Philip en in die 130 commonwealth landen, of hoe veel zijn het, 130 Award landen, daarvan is de helft een commonwealth land, zo moet ik het zeggen. Die hebben daar echt heel veel baat bij. En ja, dat werkt, dus die zetten dat denk ik vooral in. Ik denk ook dat veel landen het gebruiken, nu ik het zeg, dat internationale stuk, dat maakt het ook wel makkelijker. In verschil met WarChild bijvoorbeeld, dat is echt een Nederlandse organisatie. Het voordeel was dat zij in 11 verschillende landen toen aan het helpen waren. En dat helpt denk ik ook. Een stichting als wat echt typisch Nederlands is dat heeft natuurlijk minder bereik is natuurlijk minder interessant voor een internationale organisatie. Dat maakt wel dat de Award, nu nog onbekend in Nederland, wel aantrekkelijk is op het moment dat wij gaan vertellen dat we in 130 landen zitten, en dat er al heel veel aan sponsoring wordt gedaan. Dat is denk ik wel weer een extra tool wat wij hebben in vergelijking met WarChild bijvoorbeeld, of echt een heel Nederlandse organisatie als, er zit hier in Rosmalen Dream for Kids. Dat is echt heel Nederlands, en dat zit ook nog eens in Brabant, dus zij hebben het denk ik ook echt heel moeilijk met fondsenwerving.

G: Oké, dan was dat 'm denk ik. Kan ik weer vooruit!

P: Nou, mocht je nog meer vragen hebben dan let me know!

G: Komt goed, dan zie ik jou vanmiddag weer, dankjewel!

P: Ja, leuk, geen probleem, tot vanmiddag!

### Summary interview Patricia de Ruijter

Patricia mentions that there are multiple reasons for the Award to look into acquiring new partners. First of all, to strengthen each other. The relationship should always be a win-win type. What the Award usually gathers from these kinds of partnerships are either discounted or free products, financial donations, and overall notoriety. The company usually benefits from attaining CSR goals, strengthening connections within a company or joining in the activities of the Award.

The partnerships often come to exist via in-network connections, the "cold-calling" scenario is often not the go-to way of acquiring new partners. This is also to some degree the task of the board of directors, who have a plethora of connections and can thus set the Award up with new potential partners.

In almost all types of partnerships, the Award takes initiative. It almost never happens that a company reaches out to the Award with the idea of creating a partnership.

To create a new cold-calling partnership, Patricia mentions that this often starts with a rather unpersonal letter, which then leads to a follow-up to create the maximum potential of a meetup. This is relevant for the new Founders 100 campaign that is coming up. There is a search for some form of a match, but this will often be limited.

In terms of the intensity of the partnership, this really depends on the partner. Some partners require a more in-depth relationship than others. This is something you find out after having met them multiple times, and thus after knowing the company and the people a lot better.

The Award in the Netherlands has not yet had experience in communicating a cold-case partnership. Patricia, who worked at WarChild previously, did have some experience with this over there, but there are clear and obvious differences. The Award is a significantly smaller organization in the Netherlands. Where WarChild would get offers from brands to collaborate, the Award simply doesn't.

## 10.2 Appendix B, Partnership type comparison I. Doukmak (2021)

Country	Partner company	Type of partnership	Donation amount per year	Duration of partnership
UK	St. James ´s Place Wealth Management	Integrative	£6.3 million	5 years
	Pears Foundation	Transformational	£2.5 million	15 years
	RSM	Transactional	£700,000	14 years
USA	CNA	Philanthropic	\$50,000	3 years
	HUB	Philanthropic	\$50,000	3 years
	Legal & General Investment Management America	Philanthropic	\$50,000	3 years
Australia	Herbert Smith Freehills	Philanthropic	\$32,980	8 years
	Providence Wealth	Philanthropic	\$10,560	5 years
	Support Xpress	Philanthropic	\$5,665	7 years
Canada	CIBC	Philanthropic	\$50,000	3 years
	Scotiabank	Philanthropic	\$50,000	3 years
	Great-Westlifeco	Philanthropic	\$50,000	3 years
Germany	Tech First Deutschland GmbH	Transactional	€5,000	1 year
	Bürgerstiftung Berlin	Transactional	€5,000	1 year
	Bundesministerium für Bildung, Jugend und Sport Brandenburg	Transactional	€5,000	1 year

*Table 9, Partnerships per country comparison (Doukmak, 2021)*

### 10.3 Appendix C, Empty partnership selection model

	Shell	Weight	Heineken		Booking.com		ING		Philips		KPN	
Previous experience		X 1.2		X 1.2		X 1.2		X 1.2		X 1.2		X 1.2
Number of NPOs												
Similar NPOs												
Safe profiling platform		X 2		X 2		X 2		X 2		X 2		X 2
NPO-Related controversies												
Recognized reputation and image		X 1.2		X 1.2		X 1.2		X 1.2		X 1.2		X 1.2
Brand awareness												
Image												
Mutual interest		X 1.5		X 1.5		X 1.5		X 1.5		X 1.5		X 1.5
Previous experience												
Organizational similarities												
Geographical proximity		X 1		X 1		X 1		X 1		X 1		X 1
Geographical location												
<b>Total score</b>		0		0		0		0		0		0
<b>As a percentage</b>		0%		0%		0%		0%		0%		0%

Rabobank	Ziggo	Thuisbezorgd.nl	Albert Heijn	KLM	ABN Ambro	Senseo	Action	Douwe Egberts
X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2
X 2	X 2	X 2	X 2	X 2	X 2	X 2	X 2	X 2
X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2
X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5
X 1	X 1	X 1	X 1	X 1	X 1	X 1	X 1	X 1
0	0	0	0	0	0	0	0	0
0%	0%	0%	0%	0%	0%	0%	0%	0%

Figure 3, partnership selection model

### 10.4 Appendix D, Partnership selection model Participant 1

	Shell	Weight	Heineken		Booking.com		ING		Philips		KPN	
Previous experience		X 1.2		X 1.2		X 1.2		X 1.2		X 1.2		X 1.2
Number of NPOs	2		1		3		4		1		2	
Similar NPOs	5		1		4		5		1		5	
Safe profiling platform		X 2		X 2		X 2		X 2		X 2		X 2
NPO-Related controversies	1		2		3		1		1		2	
Recognized reputation and image		X 1.2		X 1.2		X 1.2		X 1.2		X 1.2		X 1.2
Brand awareness	5		5		5		5		5		5	
Image	1,5		1,5		3		2,5		1		2	
Mutual interest		X 1.5		X 1.5		X 1.5		X 1.5		X 1.5		X 1.5
Previous experience	1		1		1		1		1		3	
Organizational similarities	1		1		1		4		2		5	
Geographical proximity		X 1		X 1		X 1		X 1		X 1		X 1
Geographical location	3		3		4		4		5		4	
<b>Total score</b>	<b>24,2</b>		<b>20,2</b>		<b>31</b>		<b>33,3</b>		<b>21,1</b>		<b>36,8</b>	
<b>As a percentage</b>	<b>50%</b>		<b>41%</b>		<b>64%</b>		<b>68%</b>		<b>43%</b>		<b>75%</b>	

Rabobank	Ziggo	Thuisbezorgd.nl	Albert Heijn	KLM	ABN Ambro	SNS	Action	Douwe Egberts
X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2
4	2	1	3	4	4	1	1	1
5	5	1	2	2	5	3	1	2
X 2	X 2	X 2	X 2	X 2	X 2	X 2	X 2	X 2
2	3	2	3	1	1	3	3	3
X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2
5	5	5	5	5	5	5	5	5
3	2,5	1,5	3	2,5	2,5	2	2	2
X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5
4	3	1	2	2	2	1	1	1
5	4	2	3	5	3	2	1	2
X 1	X 1	X 1	X 1	X 1	X 1	X 1	X 1	X 1
4	4	4	3	4	4	4	4	4
<b>41,9</b>	<b>37,9</b>	<b>22,7</b>	<b>32,1</b>	<b>32,7</b>	<b>33,3</b>	<b>27,7</b>	<b>23,8</b>	<b>26,5</b>
<b>86%</b>	<b>78%</b>	<b>47%</b>	<b>66%</b>	<b>67%</b>	<b>68%</b>	<b>57%</b>	<b>49%</b>	<b>54%</b>

Figure 4, partnership selection model P1

Participant: Mohamed Hassan  
 Position: Assistant project manager

### 10.5 Appendix E, Partnership selection model Participant 2

	Shell	Weight	Heineken	Booking.com	ING	Philips	KPN
Previous experience		X 1.2		X 1.2	X 1.2	X 1.2	X 1.2
Number of NPOs	3		3	3	2	2	3
Similar NPOs	4		3	2	2	2	1
Safe profiling platform		X 2		X 2	X 2	X 2	X 2
NPO-Related controversies	2		3	3	1	2	3
Recognized reputation and image		X 1.2		X 1.2	X 1.2	X 1.2	X 1.2
Brand awareness	5		3	5	4	3	5
Image	2,5		3	3	1,5	2	3
Mutual interest		X 1.5		X 1.5	X 1.5	X 1.5	X 1.5
Previous experience	1		1	2	1	1	1
Organizational similarities	1		1	2	2	1	1
Geographical proximity		X 1		X 1	X 1	X 1	X 1
Geographical location	5		5	4	4	4	4
<b>Total score</b>	<b>29,4</b>		<b>28,4</b>	<b>31,6</b>	<b>21,9</b>	<b>21,8</b>	<b>27,4</b>
<b>As a percentage</b>	<b>60%</b>		<b>58%</b>	<b>65%</b>	<b>45%</b>	<b>45%</b>	<b>56%</b>

Rabobank	Ziggo	Thuisbezorgd.nl	Albert Heijn	KLM	ABN Ambro	SNS	Action	Douwe Egberts
	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2
2	3	3	4	3	2	2	2	4
3	5	3	3	2	1	1	1	1
	X 2	X 2	X 2	X 2	X 2	X 2	X 2	X 2
1	3	3	2	1	3	3	3	2
	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2
3	4	2	5	5	4	3	3	2
1,5	3	3	3	2	2,5	2,5	2,5	3
	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5
2	3	2	3	3	2	3	1	1
2	3	2	2	5	2	3	1	1
	X 1	X 1	X 1	X 1	X 1	X 1	X 1	X 1
4	4	4	5	4	4	4	4	4
<b>23,4</b>	<b>37</b>	<b>29,2</b>	<b>34,5</b>	<b>32,4</b>	<b>27,4</b>	<b>29,2</b>	<b>23,2</b>	<b>23</b>
<b>48%</b>	<b>76%</b>	<b>60%</b>	<b>71%</b>	<b>66%</b>	<b>56%</b>	<b>60%</b>	<b>48%</b>	<b>47%</b>

Figure 5, partnership selection model P2

Participant: Danique Brands  
 Position: Assistant project manager

### 10.6 Appendix F, Partnership selection model Participant 3

	Shell	Weight	Heineken		Booking.com		ING		Philips		KPN	
Previous experience		X 1.2		X 1.2		X 1.2		X 1.2		X 1.2		X 1.2
Number of NPOs	3		2		2		5		3		3	
Similar NPOs	5		5		2		5		4		4	
Safe profiling platform		X 2		X 2		X 2		X 2		X 2		X 2
NPO-Related controversies	3		3		3		1		3		3	
Recognized reputation and image		X 1.2		X 1.2		X 1.2		X 1.2		X 1.2		X 1.2
Brand awareness	5		5		4		5		5		5	
Image	3		2,5		2,5		3		3		3	
Mutual interest		X 1.5		X 1.5		X 1.5		X 1.5		X 1.5		X 1.5
Previous experience	5		5		2		5		5		5	
Organizational similarities	5		3		4		5		5		5	
Geographical proximity		X 1		X 1		X 1		X 1		X 1		X 1
Geographical location	4		4		4		4		4		4	
<b>Total score</b>	<b>44,2</b>		<b>39,4</b>		<b>31,6</b>		<b>42,6</b>		<b>43</b>		<b>43</b>	
<b>As a percentage</b>	<b>91%</b>		<b>81%</b>		<b>65%</b>		<b>87%</b>		<b>88%</b>		<b>88%</b>	

Rabobank	Ziggo	Thuisbezorgd.nl	Albert Heijn	KLM	ABN Amro	SNS	Action	Douwe Egberts
X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2
5	3	2	2	5	5	2	1	2
5	4	1	3	5	5	5	1	5
X 2	X 2	X 2	X 2	X 2	X 2	X 2	X 2	X 2
3	3	3	3	3	3	3	3	3
X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2
5	1	1	5	5	1	5	5	5
4	3	2,5	2,5	4	4	2,5	2	2,5
X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5
5	3	2	5	5	5	2	1	2
5	3	3	5	5	4	2	1	1
X 1	X 1	X 1	X 1	X 1	X 1	X 1	X 1	X 1
4	4	4	5	4	4	4	4	4
<b>47,8</b>	<b>32,2</b>	<b>25,3</b>	<b>41</b>	<b>47,8</b>	<b>41,5</b>	<b>33,4</b>	<b>23,8</b>	<b>31,9</b>
<b>98%</b>	<b>66%</b>	<b>52%</b>	<b>84%</b>	<b>98%</b>	<b>85%</b>	<b>68%</b>	<b>49%</b>	<b>65%</b>

Figure 6, partnership selection model P3

Participant: Selenay Eyi  
 Position: Assistant to the Director

### 10.7 Appendix G, Partnership selection model Participant 4

	Shell	Weight	Heineken		Booking.com	ING		Philips		KPN	
Previous experience		X 1.2		X 1.2		X 1.2		X 1.2		X 1.2	X 1.2
Number of NPOs	3		2		2		3		2		2
Similar NPOs	4		2		2		3		2		2
Safe profiling platform		X 2		X 2		X 2		X 2		X 2	X 2
NPO-Related controversies	2		3		3		1		3		3
Recognized reputation and image		X 1.2		X 1.2		X 1.2		X 1.2		X 1.2	X 1.2
Brand awareness	5		4		5		4		4		5
Image	2,5		2,5		2,5		2		2,5		2,5
Mutual interest		X 1.5		X 1.5		X 1.5		X 1.5		X 1.5	X 1.5
Previous experience	2		1		2		2		2		2
Organizational similarities	4		1		3		2		3		2
Geographical proximity		X 1		X 1		X 1		X 1		X 1	X 1
Geographical location	4		4		4		5		5		4
<b>Total score</b>	<b>34,4</b>		<b>25,6</b>		<b>31,3</b>		<b>27,4</b>		<b>31,1</b>		<b>29,8</b>
<b>As a percentage</b>	<b>70%</b>		<b>52%</b>		<b>64%</b>		<b>56%</b>		<b>64%</b>		<b>61%</b>

Rabobank	Ziggo	Thuisbezorgd.nl	Albert Heijn	KLM	ABN Ambro	SNS	Action	Douwe Egberts
X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2
2	2	1	3	3	2	3	1	3
2	2	1	3	3	2	2	1	2
X 2	X 2	X 2	X 2	X 2	X 2	X 2	X 2	X 2
3	3	3	3	2	3	3	2	3
X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2	X 1.2
4	4	4	4	5	4	4	4	4
2,5	2,5	2	3	2,5	2,5	3	1,5	3
X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5	X 1.5
2	3	1	2	3	2	3	2	2
2	2	3	3	5	2	2	1	2
X 1	X 1	X 1	X 1	X 1	X 1	X 1	X 1	X 1
4	4	4	4	4	4	3	4	4
<b>28,6</b>	<b>30,1</b>	<b>25,6</b>	<b>33,1</b>	<b>36,2</b>	<b>28,6</b>	<b>30,9</b>	<b>21,5</b>	<b>30,4</b>
<b>59%</b>	<b>62%</b>	<b>52%</b>	<b>68%</b>	<b>74%</b>	<b>59%</b>	<b>63%</b>	<b>44%</b>	<b>62%</b>

Figure 7, partnership selection model P4

Participant: Iman Doukmak  
 Position: Graduation Intern

## 10.8 Appendix H, Participants answers to asked questions

### 10.8.1 Mohamed Hassan, P1

- *How clearly were the variables defined?*  
On a scale of 1 to 10, it was a 9.
- *How easy was the information to fill in?*  
On a scale of 1 to 10, it was a 7.
- *Does the outcome give you an idea of who the right partner for the Award is?*  
Yes, it does. The higher the score, the better the connection with The Award.
- *Are the characteristics relevant?*  
Yes!
- *Would you add any characteristics? If yes, which?*  
Nope.

### 10.8.2 Danique Brands, P2

- *How clearly were the variables defined?*  
Very clearly
- *How easy was the information to fill in?*  
Medium
- *Does the outcome give you an idea of who the right partner for the Award is?*  
Yes, Ziggo or KLM
- *Are the characteristics relevant?*  
Yes
- *Would you add any characteristics? If yes, which?*  
No, it is clearly now

### 10.8.3 Selenay Eyi, P3

- *How clearly were the variables defined?*  
The variables were defined in a good/understandable way.
- *How easy was the information to fill in?*  
Easy, clear information provided
- *Does the outcome give you an idea of who the right partner for the Award is?*  
Yes

- *Are the characteristics relevant?*

It quickly gave me an idea of who the right partner for The Award might be, so it's definitely relevant.

- *Would you add any characteristics? If yes, which?*

No

#### 10.8.4 Iman Doukmak, P4

- *How clearly were the variables defined?*

Very clear explanation of the variables.

- *How easy was the information to fill in?*

Sometimes difficult to guess the information.

- *Does the outcome give you an idea of who the right partner for the Award is?*

Yes, two companies could be right for the Award. Shell and KLM.

- *Are the characteristics relevant?*

Yes, very relevant.

- *Would you add any characteristics? If yes, which?*

No

## 10.9 Appendix I, coding process

### 10.9.1 Open coding

The open coding has been conducted for all four participants in one go to identify different

#### *10.9.1.1 Mohamed Hassan, P1*

Clearly defined characteristics  
Information not too easy to fill in  
Clear identified potential partners  
Relevant characteristics  
None added

#### *10.9.1.2 Danique Brands, P2*

Clearly defined characteristics  
Difficulty filling in the information  
Clear identified potential partners  
Relevant characteristics  
None added

#### *10.9.1.3 Selenay Eyi, P3*

Clearly defined characteristics  
Easy to fill in information  
Clear identified potential partners  
Relevant characteristics  
None added

#### *10.9.1.4 Iman Doukma, P4*

Clearly defined characteristics  
Difficulty filling in information  
Clear identified potential partners  
Relevant characteristics  
None added

### 10.9.2 Themes

#### *10.9.2.1 Mohamed Hassan, P1*

1. Characteristics
  - a. Clearly defined characteristics
  - b. Relevant characteristics
  - c. None added
2. Information
  - a. Information not too easy to fill in
3. Results
  - a. Clear identified potential partners

*10.9.2.2 Danique Brands, P2*

1. Characteristics
  - a. Clearly defined characteristics
  - b. Relevant characteristics
  - c. None added
2. Information
  - a. Difficulty filling in the information
3. Results
  - a. Clear identified potential partners

*10.9.2.3 Selenay Eyi, P3*

1. Characteristics
  - a. Clearly defined characteristics
  - b. Relevant characteristics
  - c. None added
2. Information
  - a. Easy to fill in information
3. Results
  - a. Clear identified potential partners

*10.9.2.4 Iman Doukma, P4*

1. Characteristics
  - a. Clearly defined characteristics
  - b. Relevant characteristics
  - c. None added
2. Information
  - a. Difficulty filling in the information
3. Results
  - a. Clear identified potential partners